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Excellence in Public Administration & Community Service

Faculty of Management and Commerce

**AN ANALYSIS OF COMMUNITY DEVELOPMENT
CHALLENGES IN THREE SELECTED VILLAGES
OF KEISKAMMAHOEK BETWEEN 1994 AND 2014**

BY



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DECLARATION

I, the undersigned, declare that the work contained in this dissertation is my own original work, and has not previously, in its entirety or in part, been submitted at any university for a degree.

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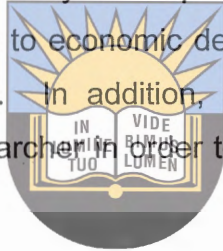


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CHAPTER 1: Introduction and Context

1.1 Introduction

This chapter is presented in order to provide a synopsis of the research topic. It also aims to define the position and commitment of the democratic government of South Africa in improving the conditions of its people with special emphasis on people living in the rural villages of the country. The chapter also analyses Keiskammahoek and three selected villages as the area of study to help readers understand the challenges experienced by the area pertaining to economic development, social development and all other aspects of development. In addition, this chapter presents the problem statement as compiled by the researcher in order to validate the need for the research of this nature.



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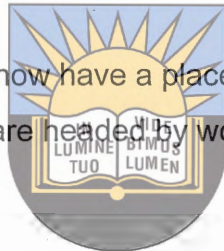
1.2 Overview and Background *Further in Excellence*

Since the dawn of democracy South Africa has been striving forward in its pursuit to change lives of its citizens for the better. History has revealed that large numbers of people benefited in the programmes the country has set up to improve the living conditions of all people with special emphasis on the previously disadvantaged sections of our country. The country prides itself for the achievements that have been experienced since the first democratic elections in 1994 when the country chose democracy as its badge and a rainbow as its symbol.

People from all corners of the country have abandoned their differences, came forward and embraced one another wholeheartedly and united in a shared vision for national progress on an increasingly competitive international stage. South Africa has seen a

remarkable achievement and sustainability in economic growth. The country achieved the following milestones through its targeted government programmes:

- Poverty has been significantly reduced in terms of income, access to social services and assets;
- Over 12 million people have benefited from government's social security assistance programme;
- The number of people with access to electricity and water services has dramatically increased;
- More than three million South Africans have been assisted through housing subsidies;
- Almost 10 million South Africans now have a place they can call home; and
- More than half of all households are headed by women.



Despite the achievements observed both nationally and internationally, South Africa is still inundated by many challenges facing the country, especial in rural communities. Progress in urban areas stands in stark contrast to the often extreme levels of poverty many South Africans in rural areas still endure. Social deprivation and underdevelopment continue to haunt too many rural areas. For nearly half a century, the heartless apartheid regime viewed the inhabitants of black rural areas simply as labour reserves, unworthy of development efforts, whereas the post 1994 development paradigm was premised on the assumption that urban development would inevitably cascade to the rural periphery. Consequently, for years rural South Africa saw very little development. This eventually subjected social systems and economic and infrastructural developments to enormous strain as, seeking a better future, many moved from rural areas to cities. South Africa's cities have benefited greatly from projects that developed and improved infrastructure and social services. Yet, the same projects placed these areas under the increasing strain of over-urbanization. Clearly, the development paradigm of the past 18 years, with its emphasis on urban development, in the expectation that this medicine would also heal ailing rural areas, did

not do so, and did not produce the economic impact our socio-engineers had envisaged.

These challenges led to the realization by the government that its goals aimed at addressing the needs of people in the rural areas could not be attained through the current strategies. The government then identified a new economic and developmental trajectory as an urgent priority and subsequently set five strategic areas as priorities for five years. These areas are:

- The creation of decent work and sustainable livelihoods
- Education
- Health
- Rural development, food security and land reform
- The fight against crime and corruption.



“It was recognised afresh that the economic transformation of South Africa would be incomplete without the implementation of fundamental interventions to address the challenges faced daily by the majority of people in rural areas. These challenges include limited economic activity, inadequate infrastructure, widespread poverty, high unemployment and unmarketable skills levels” (Rural Development Strategic Plan 2013).

Following the Polokwane resolutions, in 2009 the government introduced the ministry of Rural Development and Land Reform (DRDLR). The new ministry which was created for the first time in South Africa was tasked to facilitate social and economic development in rural areas of South Africa to ensure that South Africans living in rural communities enjoy the same benefits as their urban brothers and sisters. This would ensure that they too benefited from the provisions of human rights and basic dignity entrenched in the country’s constitution.

(Rural Development Strategic Plan 2013) states, "Following its establishment, the new ministry immediately embarked on an intensive process to define and conceptualise what rural development should be, and to provide a framework of how it should be implemented. Government's plan for developing rural areas, the Comprehensive Rural Development Programme (CRDP) is aimed specifically at curing the blight of poverty by the creation of vibrant, equitable and sustainable rural communities. To achieve its vision, the new department defined its role and mission as being that of facilitating integrated development and social cohesion through partnerships with all sectors of society. The most important strategy the department pursues to deliver on the CRDP's strategic objectives is, Agrarian Transformation" (Rural Development Strategic Plan 2013).

The following departments also play a role in uplifting the socio-economic standard of the people of South Africa:



Department of energy Is responsible for ensuring secure and sustainable provision of energy for socio-economic development. Mass electrification programme which seeks to take power to deep rural areas, has a steep demand in the acquisition of energy (Government of South Africa n.d).

The Department of Water Affairs, through its National Water Resource Strategy, provides a roadmap on how water should be used, protected, conserved, distributed and managed for the benefit of all South Africans (Government of South Africa n.d).

Department of Transport strives to lead the provision of an integrated, sustainable, reliable and safe transport system, by planning, developing, coordinating, promoting and implementing transport policies and strategies (Government of South Africa n.d).

Department of Social Development is tasked to develop and implement various programmes that not only protect South Africans from poverty, but also build and strengthen community capacity for self-reliance (Government of South Africa n.d).

1.3 Concise background of the area under study

The three villages, which are Rabe, Madubela and Ngcamngeni are situated in Keiskammahoek. Keiskammahoek is a small rural town some 40 kilometres off the west of King Williams 'town, in the Amahlathi Local Municipality. The Local Municipality is one of the eight local municipalities of the Amathole District Municipality, Eastern Cape Amahlathi is 4266.21 km² in extent and is consists of 20 wards with 39 councillors. The rate of poverty is very high at 77.49%, unemployment rate is at 60.225 and dependency ratio is at 2.28 (Amathole District Profile 2013).

Keiskammahoek is surrounded by a number of villages and peri-urban settlements that support the town. The town was once an important commercial centre for the timber and agriculture industries during the homelands regime. In recent years, the timber industry has moved towards Stutterheim and the agriculture production has declined enormously. The economy of Keiskammahoek relies mainly on grants from the state. The population has declined steadily and is currently estimated at 37.063. Many villages are still without basic services such as water and sanitation



In the previous homeland government the area was developed mainly as a magisterial administrative and service centre for the agriculture/farming community (Amahlathi District Profile, 2006)

The natural environment, the Amathole Mountain range, the rivers and forests and the rich soil as well as the human capital are the greatest asset that the area has. The history of possession and dispossession of the land has resulted in the large parts of the town being owned by the state, which has led to large portions of land being left unoccupied and unutilised or in a dilapidated state.

There is no hope that the current local government system has the ability to improve the condition of Keiskammahoek and its surrounding villages.

Steytler and Baatjies (2006:1) state that South Africa witnessed the dawn of formal new local government dispensation in 2000 where local government was established as the

primary contact for service delivery and development in the country. Years on, there are still concerns regarding whether the local government has the capacity to fulfil its mandate. The writers further state that “a frequently voiced complaint is that some municipalities tend to be inwardly- focussed - the vehicle for self-serving elite – rather than being community-centred”.

The three villages have electricity and running water which was installed by the former home land executive. There have been no other major sustainable developments happening in the villages. The education system has suffered to the extent that the only secondary school in the area closed down and the three primary schools have few learners. Roads are in a state of dilapidation. The villages have been experiencing “brain drain” as young and educated people continue to move and settle in big cities. This leaves the villages with few children and a large percentage of the senior population.

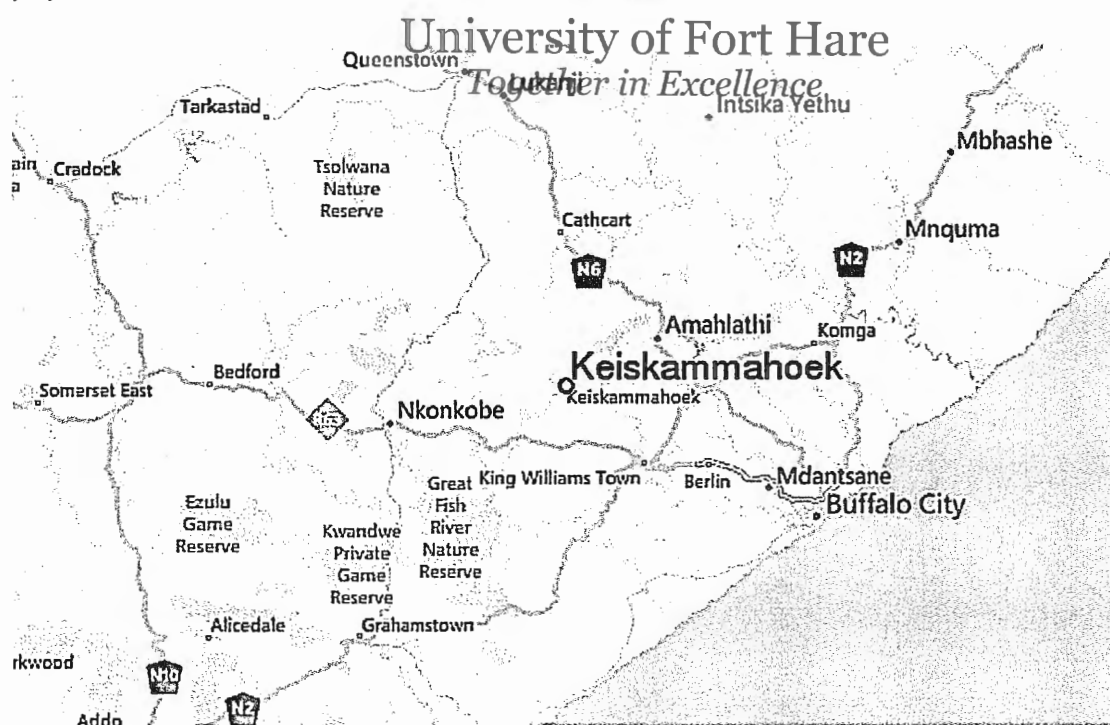


Figure 1.1 Location of Keiskammahoek: <https://www.google.com/mapofkeiskammahoek>

1.4 Problem Statement

It is now 20 years since the dawn of the democratic dispensation in South Africa and five years since the inception of the Rural Development and Land Reform ministry and Keiskammahoek is still characterised by underdevelopment in terms of infrastructure, skills development, education, food security, sustainable livelihood and many other areas of development.

Study conducted in Keiskammahoek (Qayi: 2010) revealed the following as problems hindering the development in the area:

Communities are not participating in the economic development of the small towns to the extent that too much reliance is placed on government and external resources.

There is a breakdown of trust between communities and local leadership, which results in lack of desire to drive and support the development initiatives in the town.

The process of development has been compromised by decentralization of local government powers in terms of infrastructure service delivery as the decentralization has created many reporting and negotiating strata for the efficient service delivery.

Development in Keiskammahoek has been stagnant since the birth of the democratic dispensation. Many projects that have been initiated are characterised by lack of sustainability and therefore do not make any impact in terms of addressing the basic needs, food security, socio-economic and social welfare of the people living in those communities. Keiskammahoek falls under the jurisdiction of the Amahlathi Local Municipality, which falls under Amathole District Municipality. A slanted concentration of economic activities and social development projects, skills development and capacity building activities are reflected inter alia in the vicious cycle of lack of decent employment and poor living conditions for the rural people. The government social grants are perceived to have caused a degree of dependency on the government (Amathole District Profile 2013).

The rural communities in the area have been enduring this predicament for a very long time and have not seen any improvement for the last 20 years to such an extent that many of them believe that they were better off under the leadership of traditional leaders. There seems to be a great degree of disagreement between the communities and the government regarding the causes and the extent of challenges hindering community development in the areas. Because of this disagreement a lack of confidence and trust in the government by the communities has emerged (Qayi: 2010).

The aim of the research was to answer the following questions:

- What are the community developmental challenges experienced by the three selected villages of Keiskammahoek?
- What can be done by the government and communities to remedy the effects?



The research sought to analyse the issues related to community development challenges in three selected villages of Keiskammahoek between 1994 and 2014.

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1.5 Objectives of the research

1. To analyse the community development challenges experienced by Keiskammahoek and surrounding villages
2. To establish the causes of the challenges experienced
3. To determine the extent of the challenges
4. To prescribe or recommend a systematic way to address the challenges experienced

1.6 Significance of the research

In its endeavour to make the lives of all South Africans better, the South African government has designed a number of policies, and systems and prescribed procedures and processes to be implemented by its departments in order to assess the impact of the government's programmes. The government has undertaken to implement, assess and improve its service delivery systems through various planning and evaluation systems, including the National Development Plan, specific departments' strategic plans, Integrated Development Plans and others. The Rural Development Ministry established in 2009 is the demonstration of the government's ambition towards ensuring improvements in the lives of people living in rural communities.

This research study will assist the government in measuring the impact and sustainability of its programmes in the rural development. It will demonstrate the impact of the participative development models in rural communities. The results of the research will serve as a guide to assist the governments, and other development agencies in developing a best model for community development in areas which are under resourced.



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1.7 Summary

This chapter addressed the question about the position and willingness of the South African government in crafting appropriate means and mechanisms aimed at improving the conditions of the rural residents. The government has introduced many programmes to provide solutions to the challenges experienced by the rural people. These include the establishment of the Department of Rural Development and Land Reform which sought to accelerate rural development programmes. However the government is struggling to win its battle against poverty and under-development and has fallen short in the area of monitoring and evaluation of its programme to assess effectiveness and impact of its work. The inability of the government of South Africa to

executing a successful programme towards improvement of the lives of its citizens especially those who are burdened by poverty and unemployment is evident. Despite the government's commitment to uplifting the standard of living of all South Africans through the implementation of community development programmes, the government has fallen short in terms of transferring its policies and programmes into productive and successful interventions.

The need for the government and other community development agents to gain a comprehensive knowledge about community development is now more urgent than ever before. The following chapter presents literature review on community development to assist in the understanding of the discipline.



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CHAPTER 2: Understanding community development

2.1 Introduction

Chapter two presents a synopsis of available literature on community development. The chapter is meant to provide information about the history of community development, meaning of community development, Government's role in community development, as well as the role of the South African government and commitment in community development. The chapter helps provide better understanding of the concepts and perspectives of community development as presented by various researches. This is achieved through consulting and analysing a spectrum of community development information from different researchers.



2.2 History of community development

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The concept and practice of community development has developed over many years of practice in Africa and other countries. Nevertheless, only in the mid 20th century community development became formalised as an academic discipline and professional practice in European countries, the United States, Canada, the United Kingdom, New Zealand and Australia (Chile 2012:43).

Pople, as cited in Chile (2012:43), states that "in the United Kingdom for example, community development evolved as a profession through series of discrete practices ranging from advocacy for the poor, urban renewal work in the inner cities, and work with marginalised and oppressed communities such as immigrant communities. This work became professionalised in the 1950s and 1960s but was embedded within social work and adult education, primarily focused on the case work approach, with its emphasis on confidentiality, professional detachment and clinical relationship towards

the individual client". According to Chile, cited in Chile (2012:43), community development has since ceased to be just a matter of clinical social welfare approach. New Zealand government professionalised community development practice in 1970 after it had been made part of the government policy in the 1930s through funding programmes, including arts, sporting clubs, voluntary associations, racing clubs and all other programmes that enable the growth of highly skilled and highly competent practitioners.

Community development in Africa is known to have been evident since the introduction of colonial policies and practices together with the work of the missionaries. Education was then utilised as the most important community development intervention and conversion to the Christian religion. This led to the evolution and the progressive institutionalisation of community development where governments introduced mass education as arm of their policy. Western education systems' attempts, which included health, home life, training, industry, agriculture and recreation, were part of community development and were viewed as transition of the colonised to consumers and market sources for capital economy, Taylor and Roberts as cited in (Maistry 2012:30)



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The International Missionary Council in 1928 in Jerusalem made a statement which included the use of the community development concept for the first time. Before this, community development process was known and termed differently and terms such as community consciousness, rural betterment and rural construction were used, Taylor and Roberts cited in (Maistry 2012:30). "With the independence of India, Pakistan, Ceylon and Burma in the late 1940s, the focus fell in Africa and community development became a defined feature of the British government in its African policy" (Maistry 2012:30).

The Cambridge Summer Conference on African Administration in 1948 adopted community development as a function of social development in order to describe a method of approach to local administration. Community development was articulated

as a movement aimed at promoting better living for the community in its entirety with the active participation on the initiative of community Chinn as cited in (Maistry 2012:30)

The absence of institutional community development for the main sections of social service during apartheid South Africa was evident. Although social work officially surfaced as the profession of social welfare, only in 1984 community development as a brand of Population Development Programme was established with the task of invigorating community development activities at the grassroots level and improving the quality of life of all societies (Louw 1966:69).

Patel, as cited in Maistry (2012:30), says that as community development emerged in the global world, in the mid-1980 the South African welfare sector was swayed to move away from remedial approaches to community development. However the implementation of that strategy was a challenge due to the fact that financial resources were not available to be allocated to community development activities and because the local community people suspected that the community development activities were part of government's operation to win over people for their reform activities. Lack of conducive environment and unavailability of financial resources to manage and drive community development activities caused the welfare organisation to relinquish the strategy and function from a remedial point of view which they were used to.

The foundation of community development is understood through a set of principles which include felt need, extensive citizen involvement, consensus, and local decision making. The wide appeal of democratic principles and practical application has resulted in a community development practice in which these principles are repeated over and over again with only modest refinement. The result is a lack of theoretical or empirical underpinning for the profession. According to the history of community development practice, the outreach efforts of 'Land Grant' universities and programs of adult education and community betterment contributed immensely to the evolution of today's community development practice (Wise 1988:2)



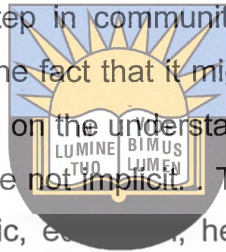
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2.3 Theory of Community Development

Cook (1994) wrote extensively about the theories of community development. The following are some of the important and frequently mentioned theories:

Holistic Approach

Cook (1994), states that the holistic approach elevates the reality that there is no aspect of community development that can work independent of the others. The holistic approach takes all the factors into consideration as they are interdependent and inter-related to each other. The first step in community development is to embrace a concept of the whole irrespective of the fact that it might be incomplete and inaccurate in selective aspects. This is premised on the understanding that the notion of the whole is realistic even if constituent parts are not implicit. The theory of holistic approaching incorporates the aspects of economic, education, health care, clinical training in the community, culture, psychology and other needs for our human living life.



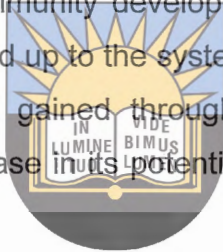
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Democracy

The theory postulates that capacity of Community systems will expand if the use of democratic structuring is introduced and increased. Community development theory suggests that democratic structuring becomes more suitable as the level of intricacy and doubtfulness increases. The standard view is that democracy works well in small, stable and harmonized communities. The recognition of the assumption that democratic structuring is impractical for large dynamic communities is related to the constant exposure to selective theories of democracy (Cook 1994).

Individual participation in society

The idea of individual participation in society popularises the significant element which is frequently overlooked in classic democratic theory. Individual participation becomes important in relation to the opportunities it presents for learning and development of an individual. It should be borne in mind that at times when increased learning and individual growth, as the outcome of participation, is considered at all, it is considered in terms of a benefit to the individual. However, experience does not indicate that benefits of learning and development through public participation fall so obviously to the individual. From the position of community development theory, the benefits gained from broad and open participation build up to the system. Individuals may profit or suffer from the learning and development gained through their own public participation. However, the system has a net increase in its potential as persons become active and as elements of participation diversify.



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During the 1990's scholars developed the *Together in Excellence* development theory. Their theory states that in order for the community development process to be successful the community must be authentic and exhibit the six I's model. Authentic communities are those that demonstrate a high level of community cohesion and are described as healthy or true communities. Schroeder (1993) states that those communities set up their own standards and invest in gratifying interactions among members by encouraging personal contacts rather than adhering to rules and regulations. The following are the six I's of community development:

Introduction

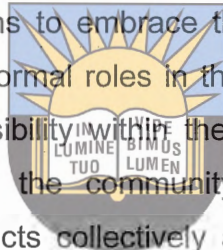
This process involves receiving and welcoming new members of the community to the community. A platform is then created to enable the sharing of community stories, traditions, historical standards, expectations, and norms. Opportunities are created in many ways to encourage active community membership (Schroeder 1993).

Interaction

The second stage activates interaction by frequently creating and staging a wide variety of activities to foster new and/or strengthen pre-existing relationships in the community. This process also creates opportunities for interpersonal bonding to occur.

Involvement

Members of the community understand the impact they can have on each other and the extent to which their individual actions can affect the community. Cultural norms begin to develop and the community begins to embrace them collectively. Individuals are encouraged and ushered in to hold formal roles in the community, which translates to some level of authority and responsibility within the community. The ability by the community to face conflicts within the community surfaces and the community endeavours to deal with those conflicts collectively and in general terms (Schroeder 1993).



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Investment

Community members begin to value their community as the difference between it and other communities becomes evident. The members become concerned about the welfare of their community and elevate the community interests above the needs of an individual. Effective conflict resolution techniques for community concerns are crafted, ushered in and utilised to ensure the welfare of the community (Schroeder 1993).

Influence

Community members are empowered and learn to take control of, and make invaluable input in the things that affect their community. Members become actively involved in finding strategies that can be used to effect improvements which would benefit their community. Community members develop a strong sense of achievement and triumph.

Government members actively seek to provide for the needs of the community, including how to maintain or extend the life of the community (Schroeder 1993).

Identity

Community members begin to identify with their community and are able to clearly describe what their community is and what being a member of that community means. The members commit to preserve the identity of their community as it is linked to their personal identity. A person's identity, whether in a form of membership, status or role, within the community, plays a significant role in their personal self-identity (Schroeder 1993).

The Christian Community Development Association's (CCDA) emphasizes 3 R's as a doctrine of Community Development. These are relocation, redistribution and relocation. According to Perkins, cited in (Tan 2009), the three tenets coupled with a strong underlying emphasis on the creation of 'indigenous leadership' map out the model of Community Development.



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Relocation

This perspective emphasises the importance of relocating the Community Development Workers to the community they serve. Estes, cited in (Tan 2009:6), argues that the concept of relocation qualifies the model of community development as a partnership with the community and not one of the expertise and external impact. Tan (2009:17) believes that the concept of literally relocating Community Development Workers within a community framework, eventually translates to the relocation of power back into the community.

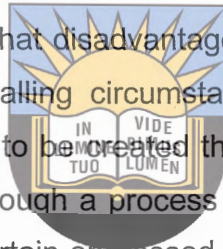
Redistribution

Redistribution refers to the allocation of resources to the community on behalf of disadvantaged citizens. The disadvantaged communities experience resource

deficiency and absence of power. In order for these communities to advance and become healthy and independent it is imperative for the government to make resources available them. For effective redistribution of resources to happen from a framework of Community Development, a process of situation analysis to identify issues of injustice and gaps in resources needs to proceed. All the stakeholders involved in the process of community development can then collectively advocate to secure those resources (Tan 2009:17).

Reconciliation

This concept acknowledges the fact that disadvantaged communities were deliberately subjected to dehumanizing and appalling circumstances. In order for a conducive community development atmosphere to be created the dignity and worth of the people ought to be restored and affirmed through a process of reconciliation. The process of reconciliation is mainly crucial with certain oppressed groups including but not limited to racial minorities and the gay, lesbian, bisexual, and transgender (GLBT) population. It sometimes requires honest dialogue between the oppressor and the client and the acknowledgement of the oppressor for the role he or she may have personally played in the oppression the client is experiencing (Tan 2009:18).



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Tuckman developed 5 Stages of Group Development. The stages are forming, storming, norming, performing and adjourning. Taken from <http://www.gmu.edu/student/csl/5stages.html>.

Stage 1: Forming

In the **forming** stage dependence becomes evident as a characteristic of personal relations. Group members rely on safe, patterned behaviour and become dependent on the group leader for guidance and direction. Group members aim to feel accepted by the group and want assurance that the group is safe. They identify aspects of similarities and mutual interests and establish differences among each other so that

they can form preferences for potential sub-groupings. Members work towards acquainting themselves with their tasks as well as with one another. They start discussions which focus on defining the scope of the task, how to approach it, and other similar or related concerns. To advance to the next stage, each member must resign from the comfort of non-threatening topics and risk the possibility of conflict (gmu, n.d.).

Stage 2: Storming

The **storming** stage is typified by competition and conflict in the personal relations dimension and organization in the task-functions dimension. As group members try to organize for their tasks, conflict surfaces in their personal relations and becomes unavoidable. Individuals are forced to modify their feelings, ideas, attitudes and beliefs to align to the group organisation. Desire for structural clarification and commitment grow because of the fear of exposure and fear of failure. Even if the conflict does not mushroom as a group issue, the reality is that it exists. Members seek to find answers regarding who is going to be responsible for what, what the rules are, how the reward system is structured, and what criteria for evaluation is. The individual's ability to listen is the most key trait to help the groups advance to the following stage. The most important attribute in helping groups to move on to the next stage seems to be the ability to listen (gmu, n.d.).

Stage 3: Norming

In Tuckman's **norming** stage, interpersonal relations are demonstrated through group cohesion. Group members begin to acknowledge and embrace all members' contributions, community building and maintenance, and solving of group issues. Members focus on facts presented by other members at the expense of their preconceived ungrounded ideas and opinions. Leadership is shared, and cliques

dissolve. When members begin to know and identify with one another, the level of trust in their personal relations underpins the development of group cohesion. It is during this stage of development that people begin to experience a sense of group belonging and a feeling of relief as a result of resolving interpersonal conflicts. The main function of stage three is the facilitation of data flow between group members which enable them to share feelings and ideas, solicit and give feedback to one another, and explore actions related to the task. At this stage group members feel good and fulfilled about being part of an effective group. The uncomfortable disadvantage of the norming stage is the alarming realization of the possibility that the group might disintegrate in the future. This might result in the group resisting any change to that extent (gmu, n.d.).



Stage 4: Performing

Not all groups manage to reach the performing stage. If group members are able to advance to the fourth stage their capacity, range, and depth of personal relations evolve to true interdependence. In this stage, people are able to work independently, in subgroups, or as a total entity with equal ability. The roles and authority of the members vigorously adjust to fit in with the shifting needs of the group and individuals. Stage four is characterised by interdependence in personal relations and problem solving in the territory of task functions. At this stage the group becomes highly productive. Individual members have become self-assuring, and the need for group approval has diminished. Members become both extremely job oriented and exceedingly people oriented. Unity is evident and the group identity is absolute. The members support each other in solving problems and more emphasis is directed on achieving group objectives (gmu, n.d.).

Stage 5: Adjourning

The final stage in Tuckman's group development is referred to as **adjourning**. This stage involves the termination of task behaviours and detachment from relationships. This final stage presents an opportunity for recognition for participation and

achievements. Members also get an opportunity to bid farewell to each other. Closing a group can create some uneasiness or a crisis. The most effective interventions in this stage are those that facilitate task termination and the disconnection process successfully (gmu, n.d.).

2.4 Meaning of Community Development

Community development refers to a way of strengthening communities through making their actions and perspectives in social, economic and environmental policy a priority. It is aimed at empowering local communities including geographic community, community of interest or identity and communities organizing around a particular subject matter of policy initiative. People's capacity as active citizens is strengthened using their community groups, organisations and networks. Community development also strengthens the capacity of agencies and institutions in order to work in exchange of ideas with citizens to shape and determine change in the community. Community development promotes the independent voice of the disadvantaged and defenceless communities, therefore it plays an important role in supporting active democratic life (Chile 2012:42).



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Maistry (2012:33) states that the definition of community development by Nations Department of Economic and Social Affairs is a familiar and often cited one. The definition states, "In community development the efforts of the people are united with those of government authorities to improve the economic, social and cultural conditions of communities and integrate these communities into the life of the nation to enable them to contribute fully to national progress. The complex processes are made up of two essential elements: the participation of the people themselves in an effort to improve the level of living with as much reliance as possible on their own initiatives; and the provision of technical and other services in ways which encourage initiatives, self help and mutual help" (Maistry 2012:33).

Community development is also a process of intervention which is multi-dimensional and requires an array of skills, competencies and knowledge. These skills, competencies and knowledge are drawn from a wide range of both conventional and emerging academic and specialized disciplines, which are economical, environmental science, planning, political sciences, public health, sociology and theology. The principles of community development are practiced across a range of industries such as business, engineering, health promotion, medicine and politics (Chile 2012:44).

Community development should develop all five aspects of community investments which include physical, human, financial social and environmental. When people participate fully in what is happening in their community they are able to shift and expand their thinking paradigm and therefore are able to develop contacts and networks, learn new skills, create new options for their economic development and build their environment (Cavaye n.d).



Sajid (n.d) states that community development activities are implemented across many disciplines including health, welfare, agriculture, industry and recreation. The emphasis of community development activities is on the processes and principles employed from the conception to the utility of these activities.

Community development should result in improvement of the ability of communities to effectively and collectively produce ways in which to efficiently utilise their resources, including infrastructure, knowledge and human capital. Community development is achieved when a group of community people are able to make a decision to instigate a social action process that improves their economic, social, cultural and environmental conditions, Christenson *et al* cited in (Okoji 2013:582).

Community development is an elaborate process which has two fundamental elements: the first element necessitates people themselves to actively participate by making efforts to change their living conditions. This requires them to confidently and intensively rely on their own inventiveness; the second element is the acquisition of

technical and other services in ways which promote initiative, self-help and mutual help and make these more effective. Community development is articulated in a form of a programme that is designed to realise a wide multiplicity of explicit improvements, Mattessich and Roy cited in (Okoji 2013:582).

Olayide et al, cited in (Eluwa et al 2012), state that rural community development is a process whereby concentrated efforts are employed in order to facilitate significant increase in rural resources productivity with the central objective of maximising rural income and generating employment opportunity in rural communities for rural residents to remain in the area. It is also an integrated approach to food production, provision of physical, social and institutional infrastructures with an ultimate goal of facilitating and driving a good healthcare delivery system, affordable quality education and improved and sustainable agriculture and other produce.



Zekeri (2013:8) believes that community development practice should promote social relations among residents and across groups with access to diverse resources, mostly, cultural, built capital, and extra-local linkages. Local relationships reveal the commitment of local citizenry to its community and connection to the outside world to provided useful links to outside resources and opportunities. Remote communities should build up community capital to engage in social action. Once residents determine the kind of economic development efforts they most likely want to promote, they would then know if they should depend mainly upon their strengths, or if they should seek to shore up the ties they are lacking. Community development practitioners ought to assist in building and strengthening local networks, especially in communities that are not connected. It is not enough for rural communities to have sufficient resources; they need to invest in an ethic of individual to collectively improve and mobilize organizational resources. They need to build social capital and increased trust among residents and with outside agencies.

Flora et al, cited in (Emery and Flora 2006:21), explain that in community development, Human capital is anticipated to include the skills and abilities of the participants to

develop and advance their resources and to acquire external resources and bodies of knowledge in order to enhance their understanding, discover promising practices, and access data for community-building. Human capital should advance the leadership's ability to "lead across differences," to focus on assets, to be inclusive and participatory, and to act proactively in determining the future of the society. Social capital reveals the linkages among people and organizations or the social "glue" to effect things, positively or negatively.

Zadeh et al (2010:110) argue that community development is the process by which the efforts of the people themselves are united to improve the quality and quantity of life of the community. They state that in community development the community itself takes action and participates together. Through this action the community becomes more fundamental as a strong operating community in itself, beyond its economical viability. Community development enables communities to communally take informed decisions about the use of resources such as infrastructure, labour and knowledge.



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According to Zadeh et al (2010:111) the following are key descriptions of community development that can be summarized from the various authors:

As a group: Community development is a group of people in a local community making a decision to start a social action process to improve their economic, social, cultural and environmental situation.

Work together: For community development to happen, people in a specific community must confide in themselves and believe that working togetherness can address their shared needs collectively and bring about a difference in their life.

Unite: Community development is a process that facilitates united efforts between communities and government departments to enhance the economic, social and cultural conditions of communities and communities are incorporated into the life of the nation to enable them to contribute fully to national progress.

People and organizations: This is about locating people and organisations in local neighbourhoods that already serve as bridging instruments, or have the potential to

erect bridges among closed networks, and engage them in growing closed social capital and beginning strategies to create bridging social capital within these communities and between the community and government extensive resources.

Networks: Identify closed social capital networks within targeted communities and partner with these networks to exploit available resources.

Local cultural patterns: Observing local cultural patterns that demonstrate established community strategies and embracing these cues when developing community initiatives is of paramount importance. Community development personnel working with local groups should be extremely careful to identify cultural patterns that distinguish insiders and outsiders and should strive to avoid behaviours or messages that could push away key constituencies.



Participatory development, where local citizenry is engaged in an active way in development planning and implementation, has been practiced for a long time and has gained recognition and respect among development academia, policymakers, and practitioners throughout the first and third worlds. However, participatory development, has different meanings to different people: Some people define it as just a matter of getting local to do what planners wanted, and others view it as “education for participation” approach of Paulo Freire who advocates for participants to be encouraged to analyze and critically interpret their world and their problems, which enable them to acquire the skills necessary to respond to these problems in a cooperative and democratic way. It can involve philosophy of individual empowerment as well as influencing wider processes of political transformation (Adato et al 2005:4).

Wise states that according to Cawley, community development model should be identified as a problem-solving approach. When practitioners apply problem solving approach in the community development processes, they are able to identify needs, establish shared goals and objectives, and work collectively towards the successful implementation of an agreed upon agenda in a systematic way. In the process paradigm of community education, both the *process* and the *outcome* are important. The importance of the process is evident in its ability to empower the citizens involved in

order for them to embrace change and improve their ability to deal with both their instantaneous concerns and prospects. Accomplishments of the objectives are therefore important because particular issues are addressed successfully (Wise 1988:3).

Chile (2012:44) argues that leading purpose of community development intervention is to achieve individual and societal transformation. The term transformation is used in the context of community development intervention, to mean, the recreation and reconstruction of communities' social, cultural and economic relationships through a process of helping communities achieve self-evaluation, self-assertion, self-reliance and self-determination to produce the empowerment of individuals, groups and communities that are powerless and marginalized in contemporary institutional power arrangement.

Nyerere, as cited in Maistry (2012:29), says that people cannot develop other people. People can only develop themselves. Although external people can help in the process of development, they cannot help individuals develop a sense of pride, self-confidence in themselves as human beings. These are generated by individuals through their own actions; by making their own decisions, by increasing their understanding of what they are doing and the reason they are doing it; by their full participation.

“Development is a multi-dimensional process which is not an end in itself but a means to an end. It embraces human emancipation as an effort to empower and build potential for impoverished, disadvantaged societies in order for them to become the masters of their own destiny in reaching their ultimate goals and aspirations. It implies peoples' participation and planning in decision-making for the purpose of the equitable distribution of goods, services and benefits. It promotes political and socio-economic development to reduce poverty, malnutrition and economic dependency in order to fulfil peoples' basic needs Meyer et al, as cited in Nqadini (2000:11).

Korten, as cited in Ratele et al (2004:108), states that indigenous people do have entrenched systems and systematically developed methods, which have over decades

assisted them to succeed under challenging circumstances. Local knowledge can therefore be used as a guiding power for the behaviour of the local community and help in cultivating their intellectual judgment. Utilising local knowledge and resources as the foundation lessens the probability that a development programme will leave people disempowered and place their dependency on experts from outside. Utilisation of local knowledge empowers people by increasing their self-reliance (Ratele et al 2004:108).

2.5 Role of government in Community Development

The time has long past when the policy-making monism prevailed and liberals could convincingly claim to rely on the market alone, socialists on the state and conservatives on the community. Today the stakeholders should only debate what sort of balance should be struck among the three components of social order to act in response to the problems facing present day communities (Meyer 2005:92).



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The government must promote relationships among community members and government officials by enhancing networking role of public servants in communities and by initiating greater diversity of clients. The local relationships are important in that; one, the public organisations in the best position to promote community capacity building are not limited to just those with a specific role and/or expertise in community development. It is also those organisations with staff out there who are interactive with local people, irrespective of their particular expertise. Organisations such as the Police Service, the Education Department, the Health Department, the Department of Primary Industries and the Department of Natural Resources play an integral part in assisting government in its contribution to community capacity because they have staff in local centres that have the trust and confidence of local people.

Two, relationships, like expertise, have become some of the valuable asset of the public service. The global change demands greater community capacity and therefore the ability of the public service to contribute to community capacity is fundamental. The

asset of public services is becoming not only the expertise, but the relationships and trust exist between government officials and local communities.

The government must introduce accountability for the processes and projects with which the government interacts with communities, and accountability for community capacity outcomes. This can be achieved through establishing qualitative methods of assessment.

Cavay (2000:2) suggests that the governments must consider the following approach:

The government must redefine the actual work of public officials beyond focussing only on the delivery of assigned services but to include dual delegation and community role in a manner that the assigned work is accomplished in a way that embraces and supports community networks, partnership and capacity. Cavay further advises that the government should avoid various drawbacks, which includes being selective when dealing with community members, risk of co-opting community organisations and lack of sensitivity when it is appropriate to help communities build capacity.



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According to Ake, as cited in Ijeoma (2014: 103), government has the role to facilitate directly and indirectly the social and economic conditions of the destitute by providing social safety nets that form the basis for reduction of poverty.

Government would normally give stakeholders a role in regulatory development, implementation and enforcement circumstances where the state aims to instil a sense of community ownership , or increase commitment to the regulations above what is likely to be accomplished through a purely consultative approach (Ijeoma 2014:1000).

Cavay (1999:36) states that public agencies have inherent ability to influence social capital. The modification of rural communities, resulting from economical and social changes, has made social capital more important and more susceptible to danger. This development exerts more pressure on government to create congruent roles and

relationships with communities, which requires the agencies not only to deliver services but also advance capital and community development. Agencies can support this by affording local citizenry with avenues to work on their concerns, create local relationships and better appreciate existing community ability. This challenge requires government agencies to inspire and embrace difficult cultural and organisational changes. Their work needs redefinition and should reflect community involvement with delegated responsibilities. This demands for not just crafting and achieving organisational objectives, but also means revolutionizing the fundamental expectations and assumptions about government in agencies, legislatures and communities. The challenges force the government to further develop the leadership, skills, resources and organization of agencies. The agencies ought to invest their own physical, financial, human - and social – capital in addition to those of the communities they serve.



2.5 Role of the South African government in Community Development

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The Constitution of South Africa, particularly the Bill of Rights, explains that community development is a human right. The national government, in partnership with the provincial and local governments has been therefore mandated by the constitution to take responsibility and ensure the well-being of all South African Citizens with specific focus on those who are poor. Community development has therefore been institutionalised for that purpose (Luka & Maistry 2012:14).

The first national democratic elected government of South Africa saw the surfacing of black majority from racial oppression, segregation and engineered poverty which had been enforced by the apartheid system for almost a century. The face and heart of leadership in South African changed as a culmination of the long fought national political struggle and a period of exposure to institutions of democracy both inside and outside of the country through trade unions and civic organisations. A new broad democratic agenda which encourages participation and empowerment of the country's citizens emerged with the introduction of the Reconstruction and Development Programme (RDP). The leadership of the country began to influence all people of South Africa from

all spheres of life, irrespective of race, sex, socio-economic conditions and religion, to own and influence their future. The RDP programme was aimed at facilitating effective involvement to enhance the capacity of community organisations. The programme emanated from the government's viewpoint that development should not be about the delivery of goods to a passive citizenry, but should encompass active involvement and enhance empowerment (Adato et al 2005:5).

To respond to its constitutional mandate and in formalizing the process of community development, policies and programmes have been developed and implemented. These include the Reconstruction and Development Programme, the Growth, Employment and Redistribution Strategy, Accelerated and Shared Growth Initiative for South African Government, White Paper for Social Welfare, and the White Paper on Local Government, Integrated Sustainable Rural Development Programme and Urban Renewal Programme, Expanded Public Works Programme, War-on-Poverty and the Community Development Worker Programme (Luka & Maistry 2012:14).



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The national government introduced the Community Development Worker Programme (CDWP) to priorities community development as a strategy to address the problems associated with poverty or lack of service delivery and other developmental challenges, especially in the rural communities and municipalities. The programme utilizes a new group of professionals and assigns them with responsibility to assist and accelerate service delivery. The Community Development workers are obliged to possess multi skills as they are deployed to perform multi-tasks in their respective communities. They are tasked to promote social transformation by conscientising communities, changing the mind-set of community development workers and community networking with other community stakeholders to bring about development through door- to- door campaigns for inclusive and participatory development and at the same time mobilize communities. (Tshishonga & Mafema 2012:258)

As argued by (Tshishonga & Mafema 2012:258) these activists in partnership with other development practitioners and supporters track and intervene in all aspects of development, structure and monitor and evaluate service delivery in their local communities. In addition the Community Development Workers serve as a communication bridge between the government structures and communities, and by so doing, bring government to the people and the people to their government.

The local government in South Africa has ceased to be just an extension of the national and provincial government spheres and has evolved to become an autonomous sphere in its own right. The inception of the democratic and developmental state of South Africa has seen a steady progress in the delivery of services in the country. The government is aware that the local government faces a lot of challenges with regard to service delivery, especially in rural areas where the progress in service delivery has been sluggish.



IDASA, as cited in Raga et al (2012:235), states that, “the introduction of community development workers (CDWs) is to assist the three spheres of government to ensure that service delivery reaches the intended recipients effectively and efficiently.”

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Raga et al (2012:235) state that the government’s acknowledgement of the challenges faced by the local government with regard to service delivery has led to the introduction of community development workers as a connection between communities and government departments. They further state that the community development workers are defined as participatory agents of change who operate in their local communities to whom they are accountable for their activities. They are tasked to help members of their communities to advance their living standards and change circumstances. Therefore community development workers are expected to inform the members of their communities about their constitutional rights and help them understand how they can participate in the development programmes for their communities by facilitating community participation in policy-making, implementation and service delivery.

2.6 Summary

This chapter presented us with information about the genesis of the community development concept, how the concept was embraced by the world at large and what principles and processes are involved in the implementation of community development projects. Existing literature on community development is reviewed. The literature points to the history or background and evolution of community development in the world in Africa and in South Africa. This gives the context to the importance, purpose and role of community development especially in South Africa.

According to the scholars, community development involves any activity that falls within the scope of the five community capitals, which are physical, human, financial, social and environmental. It might be a building project, food gardening, cleaning campaign, social clubs, sport and recreation activities, a training and education programme or a women's sewing project. The crux of the matter is that, for that activity to be a community development project it must facilitate community participation and must incorporate the principles of community development.

The researcher selected appropriate research design and methodology to reveal the challenges that hinder the process of community development in the three selected villages. The design and methodology employed are presented in the next chapter.

CHAPTER 3: Research methodology

3.1 Introduction

This chapter of research methodology is aimed at designing and presenting an appropriate approach to guide the researcher on how to establish answers to the research questions. It explains the logic behind choosing the specific method and techniques and provides an appropriate way in which to report about data collection processes that were followed by the researcher in order to authenticate and prove argument. A research design is a plan or strategy which directs the thinking of the researcher from the primary theoretical assumptions to detailing which respondents to be selected, how data is to be collected and used, and how data will be analysed (Maree 2007:70).



3.2 Research approach and data collection process

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This research study followed a method of a multiple case study design. Bromly 1990, as cited in (Maree: 2007:75) describes case study research as a “systemic inquiry into an event or set of related events which aims to describe and explain the phenomenon of interest”. Maree (2007:75) states that scholars have used the case study research method for decades across a range of disciplines to respond to the “how” and “why” questions. Case studies present an opportunity for a multi-perspective analysis in which the scholar does not just consider the voice and perspective of one or two participants in a situation, but also the views of other stakeholders and the interaction among them. This method used several sources and techniques in the data collection process.

The researcher implemented a qualitative research design. Qualitative research is aimed at unearthing the socially constructed nature of reality, to stress the relationship between the researcher and the object of study as well as to emphasise the value-laden

nature of the inquiry. Qualitative research allowed the researcher to adjust the data on an ongoing basis in order to gain understanding of the community perspectives of the developmental challenges in Keiskammahoek as its methods are flexible and exploratory.

3.3 Data gathering tools and techniques

Primary data was collected through unstructured interviews, observation and focus group discussions. No secondary data pertaining to community development projects about the three villages was available to the researcher, therefore the researcher only utilised primary data collected in the field.



3.3.1 Interviews

Role players and key people in the community, including school principals, traditional leaders, local councilors, Community Development Workers and executive committee members were met one- on- one to ask them the research questions and record their responses.

3.3.2 Observation

The researcher visited community development projects in the community and observed activities on and asked questions in order to understand the information better and form a mental picture of what was happening on the ground.

3.3.3 Focus groups discussions.

The researcher facilitated 4 focus groups discussions with community project participants, ward committees, youth groups and senior clubs participants. Questions for the focus groups had been pre-designed to guide and focus the discussions.

However the responses were free-ranging as the participants were encouraged to explore the issues at hand in an in-depth way.

3.4 Sampling

Stratified purposive sampling process was adopted and it was according to the pre-selected criteria of sources. Only participants who reside or provide services to the three villages were allowed to participate in the study. The researcher collected data from participants of 14 community development projects, 1 former Councillor, 1 Council Speaker, 1 Junior Chief, 2 ward committee members, 1 Community Development Worker, 4 Local Committee members.



3.5 Scope of the research

The research study was conducted in 3 selected villages of Keiskammahoek which are Rabe, Ngcamngeni and Madubela. The study focused on community development pertaining to physical infrastructure and services, rural development, social development, economic development, health and education programmes. It focused on the community development generally as it affects different societal strata and different age groups and groupings. The research study captured the state of the villages between 1994 and 2014 and excluded activities and failures of the apartheid regime. The researcher utilised the pre-existing groupings in the community.

3.6 Limitations of the research

The views of the government and its officials, except Local Councillors and Community Development Workers, were not incorporated in the study as the study was centred on the perception of the community people and community structures only.

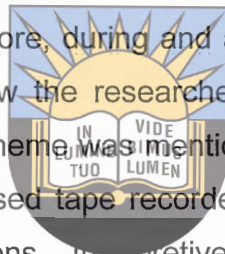
People in our communities have limited knowledge and therefore do not distinguish between political and development activities. This research project was needlessly

politicised by some of the community structures including the current Local Councillor and therefore generated some contentious arguments among these community structures. The current Councillor decided not to participate in the interviews.

The lack of data and unavailability of records about the community development projects limited the ability of the researcher to accurately capture information about the exact period when the projects were started and when they were discontinued.

3.7 Data analysis and interpretation

The researcher identified themes before, during and after data collection. Ten themes were identified and in each interview the researcher searched for the themes. He recorded the number of times each theme was mentioned in the 24 interview sessions. To verify the data, the researcher used tape recorder and notepad to keep record of interviews and focus group discussions. Interpretive validation was achieved through probing questions to allow participants to give reasons and explanations for the information they presented to the researcher.



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The data was analysed in a table to look for frequency of each theme and eventually the data was transferred into both bar chart and pie chart for presentation purposes. The researcher facilitated a community meeting to discuss the findings for the purpose of validating and authenticating the findings. The community welcomed the findings and confirmed they accurately reflect what has been happening in the community for many years.

3.8 Summary

This chapter explained the research design and method adopted by the researcher to find answers to the research question. The researcher used appropriate method and techniques to gather the data and analyse the results. A multiple case study design was implemented to ensure utilisation of multiple sources of information. This study

design became useful in terms of assisting the researcher to gather rich authentic data to be able to answer the research question. The researcher used a descriptive and interpretive method to validate the findings. These are methods utilised in a qualitative research method. The qualitative method afforded the researcher with flexibility to adjust the data on an ongoing basis.

The research methods and instruments applied in the research enabled the researcher to identify the specific community development challenges prevalent in the villages. The findings are presented in the following.

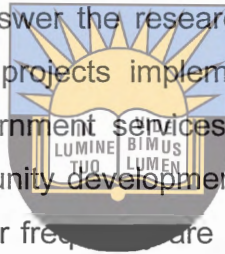


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CHAPTER 4: Research Findings

4.1 Introduction

The aim of this chapter is to present the research findings. The chapter outlines the challenges of community development in the three selected villages. The findings are the true reflection of the views and experiences of the local people who are directly affected by the consequences of the dysfunctional community development processes in their villages. The chapter helps interpret the experiences and views of the people descriptively and interpretively to answer the research question. In this chapter, the researcher discusses some of the projects implemented between 1994 and 2014, highlights the condition of the government services and infrastructure and presents findings about the process of community development which the project implementers neglected to follow. Themes and their frequencies are also presented in order to explain which challenges the community believes are more detrimental to the community development process.



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4.2 Community Development projects implemented between 1994 and 2014

4.2.1 Rabe Youth Development and Information Bureau (RYDIB)

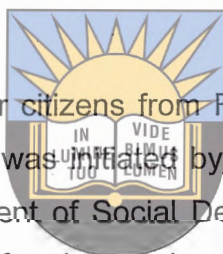
The project was implemented in 2008 by Umthombo Woluntu Development Excellence. The aim of the project was to create opportunities for young people from the three villages to transform their social, academic and economic conditions through participation in farming, social research, debating clubs and skills development programmes. The projects enrolled more than 100 young people. The organisation closed down the project in 2010.

4.2.2 Future Champs Substance Abuse Prevention Programme

The Future Champs Programme was implemented in 2008 and aimed to encourage children from the three primary schools to engage in sport and life skills programme to develop children holistically, instil good social behaviour and prevent participation by them in drug and substance abuse. Five local young people were capacitated to facilitate sport and life skills sessions. The programme registered more than two thousand children. It was discontinued in 2011 due to lack of funding.

4.2.3 Qhamani Farming Project

The project engaged about 20 senior citizens from Rabe Village in poultry, grain and vegetable farming. The programme was initiated by a local resident and was funded and supported by both the Department of Social Development and Agriculture. The project has a physical structure and farming equipment. Many people with whom the project started dropped out, leaving only a handful with insufficient skills and inability to continue with the programme, which necessitated the project to close down in 2012.



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4.2.4 Rabe Bakery Project

The project was initiated to assist local women with skills to bake and sell bread and biscuits in order to for them to earn money and become economically independent. The project enrolled about six women from Rabe village. Lack of equipment and financial support resulted in the discontinuation of the project in 2006.

4.2.5 Sewing Project 1

About five local women started this sewing project to generate funds for themselves and to feed their families. They utilised their own sewing machines while waiting in the hope that the local government or private sector would be in a position to donate additional

machines to the project. The project did not receive any support from government or the private sector. The project was finally closed down in 2006.

4.2.6 Tractor Project

The project was initiated by the then department of agriculture and is aimed at assisting the local community people to plant and produce their own food to sustain their livelihood. People have access to a tractor donated to them by the department. They are responsible to buy fuel for the tractor and have it repaired when the need arises. The tractor project still exists, however people are not happy about the way the project is managed. They believe that the project helps only the committee members and those close to them. Many people do not access the tractor on the basis of their inability to afford the fee required by the project committee. Also the conflicts among the members of the project have made the project unappetizing. The project has ceased to adequately fulfil its purpose.



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4.2.7 Ikhwezi Langomso Women's Project

Ikhwezi Langomso is a gardening and live stock farming project which was initiated by six women in Ngcamngeni Village in 2009. The programme received donations from the department of agriculture and Heifer International. The project members underwent a capacity building training programme with Heifer, which included technical skills about how to care for the livestock as well as governance matters and financial management. The department donated goats while the Heifer International donated sixteen cows. It has since grown to benefit about twenty five people. Although the project constantly experiences internal conflicts, the members are adamant to sustain and grow the project.

4.2.8 Umbono Senior Citizens Project

A social club supported by social development, lottery and other funders. The club encourages senior citizens to get together to socialise, learn occupational skills like sewing and knitting. The project has more than fifty members from Ngcamngeni.

4.2.9 Sizanani Farming Project

Sizanani was a farming project initiated by people in Ngcamngeni. The project closed down a few months after its implementation due to the fact that it did not succeed in securing funding and equipment.



4.2.10 Ngcamngeni Youth Development Project

The youth project was implemented by the Community Development Worker in 2008 in Ngcamngeni to encourage young people to take part in farming and sewing. The project started with only one sewing machine which was loaned to the group by the Community Development Worker. Later, the department of Agriculture donated one overlook machine and one sewing machine. The equipment was not sufficient to meet the purpose of the project and there was no funding coming from the Department of Social Development. The members became disillusioned and demotivated and eventually left the project.

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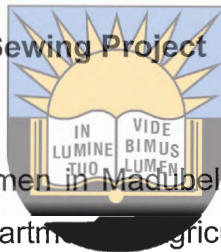
4.2.11 Community Food Gardens

Community Food Gardens Project was started in Ngcamngeni by a group of 8 people. The project failed to take off due to lack of equipment and technical skills in the membership.

4.2.12 Siyazama Sewing Project in Rabe

Siyazama Sewing Project was implemented in Rabe village by five women. The project secured donation in the form of sewing machines from the Department of Agriculture. The women made clothing items and sold them to the community members. They only managed to sell a few because of the size of the market and therefore could not make enough money for themselves. The membership declined, leading to the closure of the project just a few months after its inception.

4.2.13 Imigudu Yethu Poultry And Sewing Project



The project was started by local women in Macubela village with chickens, eggs and sewing machines donated by the department of agriculture. The members did not get a large market for their eggs and chickens and sold them on credit to the local people. They failed to collect all the money together in time and that led to them experiencing financial shortages to stock more eggs and chickens. Internal conflict erupted within the membership, giving rise to different issues and led to many members leaving the project. Eventually the project closed down.

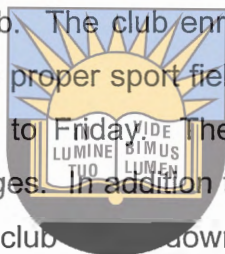
4.2.14 Sports development projects

It has been a very challenging exercise for the youth of these villages to engage in meaningful sport development activities. The problems engulfing sport development in the three villages emanate from the lack of proper village planning which fails to embrace the need for sport development and therefore makes no provision for land to be demarcated for sports facilities and infrastructure. The challenge is exacerbated by lack of the will and enthusiasm by the local government and department of sport and recreation to provide equipment and other requirements for sport development in

villages. The local youth has, under these thorny circumstances, been actively involved in club-based activities and managed sport activities innovatively. The clubs participate in locally organized fixtures such as friendly matches, competitive matches and tournaments.

The young sport enthusiasts organize themselves in mostly soccer, netball and rugby clubs as follows:

Stranglers Soccer And Netball Club was initiated by local youth in Rabe in 1998. An NGO called Umthombo Woluntu Development Excellence donated netball kit, soccer kit, netball poles and balls to the club. The club enrolled more than 40 young people from the area. The club did not have proper sport fields and utilised part of the grazing land to practice sport from Monday to Friday. They played matches on Saturdays against clubs from neighbouring villages. In addition to other challenges, the teams did not have experienced coaches. The club was shut down in 2013.



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Black Swallows Soccer And Netball Club in Rabe village has discontinued its activities due to the fact that they currently have no kit and other equipment.

Hunters Rugby Club which had been introduced to Rabe village before 1994 and had been subsequently discontinued, was resuscitated in 1996. The club has been struggling in terms of securing any form of sponsorship. The members try to raise funds by asking small cash donations from all the households in the village, but they only manage to collect little money which is not sufficient to even finance the club's basic needs.

15 Attackers Rugby And Netball Club is based in Madubela village and has more than 40 members. The rugby team received a donation in the form of a kit from a local resident in 2013 in more than five years of the team playing without suitable sports attire. The netball team within this club is not functioning to its fullest capacity due to

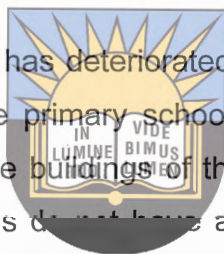
lack of equipment and kit. The young women lacked motivation and stopped the practice sessions and participating in competitive contests.

Rock of Ages Rugby Club was initiated by young people in Ngcamngeni and still exists and continues to function with minimal equipment.

4.3 Physical infrastructure development and services

4.3.1 Education

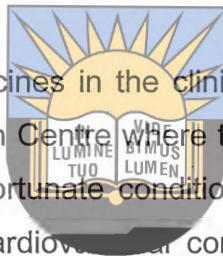
The education system in the villages has deteriorated over the past 20 years. There is one high school and there are three primary schools. The buildings of the primary schools are in good condition and the buildings of the high school are acceptable but not in good conditions. The schools do not have adequate equipment and teaching and learning aids. The number of learners has been decreasing in the last 20 years to such an extent that the closure of the only high school is imminent. Talks to combine two primary schools are also under way. The number of educators in the schools also declined. One of the schools had the number of educators decrease from seven to three in the past four years. The other challenge the schools experience is lack of support from the parents. One principal mentioned that the parents, especially males, do not attend meetings and therefore are not informed about the developments in the school. This makes it difficult for the schools to make decisions regarding the route they must take to address their challenges. The current local Councillor does not demonstrate any interest in education and has no zeal and motivation to assist the schools in any way. One principal revealed that the previous Councillor was active and assisted them in addressing their challenges but the current one was never at his school.



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4.3.2 Health

There is one clinic servicing the three villages. Although the clinic is strategically placed in a central place to serve the three villages, some people have to walk for about 3 kilometres and cross a busy highway to access the clinic. This renders it difficult for many senior citizens to attend the clinic on foot and therefore forces them to hire a car or use a taxi when they go to the clinic. A doctor is available at the clinic on Mondays once every two weeks. The clinic deploys about six Community Health Workers to the community to dispense some selected health services especially to the older persons and the frail.



There is always a shortage of medicines in the clinic to the extent that some people prefer to go to the Middle Drift Health Centre where they know they will get medicines. The shortage of medicine is an unfortunate condition for the people especially those who suffer from such diseases as cardiovascular condition, hypertension, arthritis and other chronic diseases, and are unable to collect their repeat medication on regular basis. There are no local ambulances or emergency management services. These services are despatched from Gida hospital which is situated about 50 kilometres from the villages.

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There are no private health practitioners in the local area. People who need to consult a private practitioners travel for more than 30 KM to Alice or King William's Town. Public and private hospitals are also more than 30 km away. Also there are no Community Based or Non Governmental organisations rendering health-related services.

4.3.3 Water

The villages enjoy running water supply from the dam which was built in the outskirts of the villages to supply water to the Dimbaza factories before 1987. The factories are situated about fifteen kilometres away from the villages. The Headman, under whose jurisdiction the land was during the time the dam was built, insisted that the villages

were to benefit from the water supply since the dam was built in his places of authority and the pipes were cutting through his people's land. The villages get water supply for free. It is not possible to estimate or quote the accurate number of litres consumed by the villages because there are no metre readers installed.

4.3.4 Electricity

Electricity is supplied by ESCOM since 1999 and all the households in the villages are electrified and use a pre-paid system. The residents use electricity for lighting, cooking and heating. This has reduced immensely the use of other household energy sources such as candles, wood, gas, paraffin stoves and paraffin lamps.



4.3.5 Roads

The villagers utilise dirt roads. The roads are continually badly damaged by floods during summer rains and therefore require regular maintenance. The roads used to be maintained extensively during the reign of the headmen. The current government system fails to maintain the roads, leaving all village roads broken and in a derelict state.

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4.3.6 Transport

There are about 4 privately owned minibus taxis transporting villagers to King William's Town from Monday to Saturday. The villagers travel to King William's predominantly for grocery shopping. They pay R50.00 for a return ticket. The villages are situated alongside the R63 road, running between King William's Town and Alice the residents therefore, have access to private cars driving on this road hence most of the time and especially on Sundays are able to hitchhike to their destinations.

4.4 Themes

4.4.1 Equipment needs

Although most of the projects were supplied with sufficient equipment from the initial stages to start the projects, some started without the necessary equipment. The respondents reported that the equipment required for their community development projects were expensive and if they do not get sponsors to provide the requisite equipment for a certain period, the project participants become discouraged and leave the project.



4.4.2 Internal conflicts

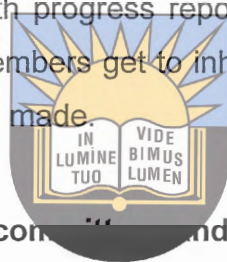
The respondents explained that there are a lot of internal conflicts among the members of the projects. The conflicts arise from different issues including role ambiguity, lack of commitment by some members, lack of understanding about how the project should be implemented and monitored and poor financial management practice which leads to mistrust.

4.4.3 Lack of accountability

After the community has given the project initiator permission to implement the project, the project continues with no involvement of the community structures such as SANCO, local Chief, local Councillor or Ward Committee. This leaves the project initiator, committee and participants continuing with the project without accounting to the community. Neither the Local Councillor nor Chief play the oversight role to ensure that the project adheres to community development principles and instils community sense of ownership. It becomes a private entity owned by the participants and the government officials.

4.4.4 Alleged corruption among the government officials

The way the government officials go about in organising and implementing the community development projects leaves room for suspicion. They come to the community and identify project participants, and involve the community and the Local Councillor to secure space for the project. When the funding is granted by the respective department, the official involved discontinues the network and exclusively works with the programme participants. They purchase equipment for the project and then disappear after the money has been spent and will never come back to monitor the project or provide the community with progress reports. When the project ceases to operate the remaining member or members get to inherit the equipment and funds. No follow-up by the government official is made.



4.4.5 Lack of capacity in projects committees and participants

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The committee members who are responsible for the implementation of the projects do not have skills required to effectively and successfully implement the project. Some of the committees only receive first level technical training relevant to the activities of the project but were never afforded an opportunity to attend follow-up or ongoing training programmes. The training programme presented to them was never evaluated to establish its effectiveness and relevance. Most of the candidates dropped out of the project later and were replaced by untrained members, which left about 80 percent of the committee members untrained.

The project committees were not capacitated on governance issues and financial management skills. As a result no proper constitutions, policies and procedures to deal with financial and other matters were available. Some of the projects utilised older persons who were not trainable due to challenges of illiteracy and old age.

4.4.6 Unavailability of land and space

In the villages there is no land or space reserved for community development projects. Some community development projects earmarked for the villages were turned away on the basis of lack of space and land. Villages were designed to cater for residential area, grazing and farming land. When the government departments or community development agencies plan to build a facility for community development project they first have to negotiate with the community to release for the project use, part of either their grazing or farming land. The first challenge is that land has been passed on from one generation to the other, which renders it difficult for the people to offer their land because it has a sentimental value. The second challenge is that people are scared that they will remain without enough land for grazing if they give part of it for community development projects.



4.4.7 Lack of trust

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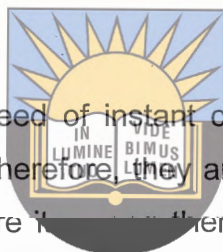
The respondents stated that the community is not receptive enough to the people whose origin is not from their villages and external people who want to come and implement community development programmes. The people are mistrustful and their attitude and reaction made it difficult for people to initiate projects for fear of refutation. In some cases the village people demonstrate prejudice towards external people and have sabotaged initiatives that came from the people whom they do not favour, because they do not want these people to earn credit and recognition in their villages.

4.4.8 Lack of significant role played by the Local Councillor and Community Development Workers in community development

The respondents stated that there is no significant role and interest demonstrated by the Councillor and Community Development Workers towards community development projects. The Councillors are often not involved in the community projects and when

they are involved they make little contribution because they are also not capacitated and are not conversant with processes and principles of community development. Community Development workers are not satisfactorily visible in the villages. One village reported that they had not seen any Community Development Worker in their village for more than twelve months. Some people were not aware that there were Community Development Workers deployed in their villages because they never met them. Respondents also stated that they did not know the difference between the roles of the Councillor and those of the Community Development Worker.

4.4.9 Desire for instant cash



Project participants are always in need of instant cash to deal with their immediate needs such as food and clothing. Therefore, they are not patient in terms of allowing the money to grow before they share it among themselves. They take all the cash, including part of the capital, to compensate themselves, which results in insufficient resources available for further investments. In most cases when the project does not make enough cash instantly to meet their expectations, people, and especially youth, become discouraged and eventually drop out.

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4.4.10 Scarcity of knowledgeable people in the villages

Most of the villages' people who are educated are scattered around the cities for study and work commitments and only return to their villages once at the end of each year. This is the group of people between the ages of 18 and 40 who understand how community development works and are familiar with the local government systems. The villages are left with few young people and many older adults whose inclination is towards welfare as opposed to community developmental projects. These people pay little or no attention in matters that do not fall within the ambit of their interest.

4.5 Frequencies of Themes

27 Respondents including projects committees, 1 school principal, 2 Community Health Workers, 1 former Councillor, 1 current speaker, CDW, 3 former and 1 current local committee members, 1 former and 1 current ward committee members and the Junior Chief

Theme	Frequency
Lack of equipment	2
Internal conflicts	8
Lack of accountability	4
Alleged corruption	2
Lack of capacity	8
Unavailability of land and space for community development projects	4
Lack of trust	9
Insignificant role played by local Councillor and CDW	6
Desire for instant cash	3
Scarcity of knowledgeable people in the village	1

Table 1.1 Frequencies of themes

4.6 Bar chart for Themes

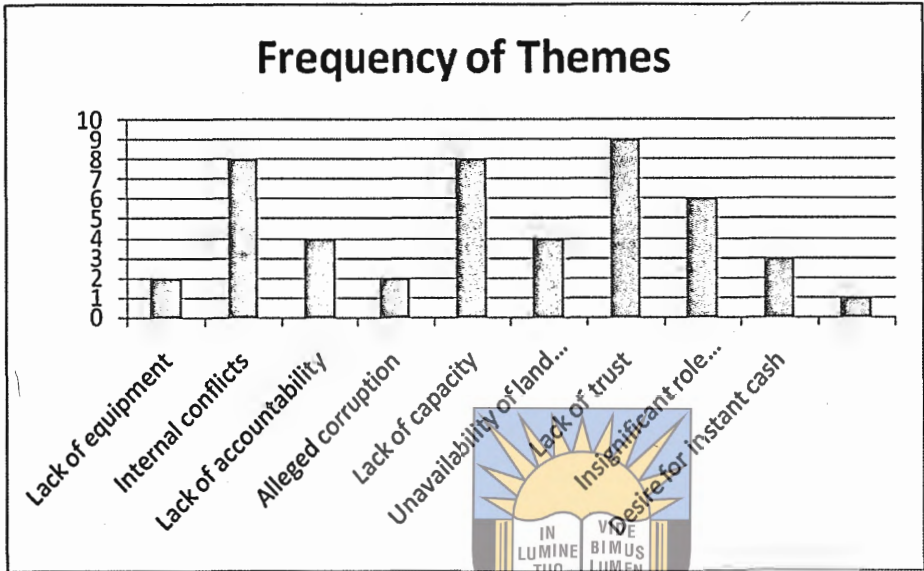


Figure 1.2 Bar chart representing frequency of the themes

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4.7 Pie chart for Themes

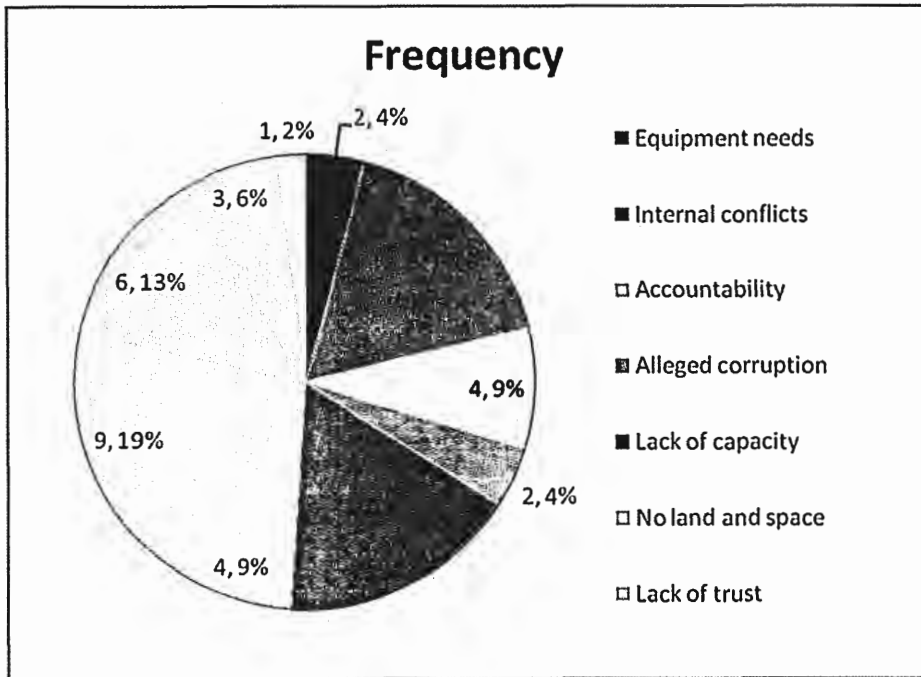


Figure 1.3 Pie chart representing frequencies of the themes

The two diagrams reveal that people from the three villages believe that lack of trust, lack of capacity and internal conflicts play a major role in impeding community development in their villages. It is also clear that the villages believe that the Councillor and the Community Development Worker should play a significant role in assisting in the implementation of community development projects. There is no major role played by the scarcity of knowledgeable people and equipment needs in hindering the process of community development.



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4.8 Analysis of the findings

About 20 community development projects were implemented in the three villages between 1994 and 2014. Only three of these projects still exist. 18 were discontinued due to various challenges. The departments of Social Development and Agriculture and Land reform have been the leading organisations in facilitating community development in the three rural communities during the period under study. It does appear that the departments have not incorporated the principles and processes of community development in their dealings with the communities. It is understood that the departments came in with pre-determined projects ideas and plans which they thought were universal and applicable in all situations.



There was no pre-assessment conducted in the three villages to ascertain the needs of the communities, the capacity of the communities and the feasibility of the projects. The people of the three villages played an insignificant role in the conception, planning and implementation of the community development projects in their respective communities. Also, there is no evidence available to sufficiently demonstrate that the departments provided plans for project sustainability and replicability.

Community structures, including SANCO and Local Councillors were not consulted for the purpose of instilling community sense of ownership of the project nor were they empowered to play an oversight role. It is evident that they were only approached on the basis of their positions as gatekeepers to allow entry into the villages. After they had given entry their role in the project became non-essential. The project initiators identify people in the community and present the idea and the plan to them. They present the project idea and plan to the Local Councillor and to the community at a community meeting organised by the SANCO committee. Each project establishes its own committee which works exclusively and independently from the community.

The other few projects were initiated by individuals and groups from the villages. Those projects then approached the departments and other private institutions for funding. The two departments assisted the projects with either equipment or resources such as seedling, fencing, animals or funds.

According to the respondents there were no monitoring and evaluation systems in place to ensure effective implementation of the projects. The departments did not take any action to correct the situation when the project discontinued.

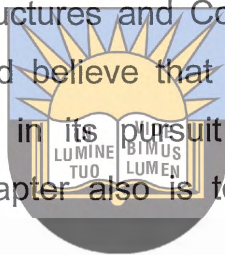
The findings demonstrate that there are a variety of challenges that hinders the process of community development in these villages. These challenges differ in degree in which they impede development with lack of social cohesion being the most ferocious of all the challenges. The lack of social cohesion emanating from lack of trust and internal conflicts is the major assassin of the community development efforts in the three villages. Zacharakis & Flora, cited in Rasmussen (2011:66), state that Communities with poor bonding and bridging networks, experience excessive and destructive individualism and find it difficult to engage in any sort of collective action. In addition, communities with imbalanced bonding and bridging networks suffer from a variety of problems. For example, communities with strong bonding but weak bridging networks, a common pattern in rural communities, tend to have conflict among separate insider groups vying for control of decision-making. It is especially important in this situation that community leadership programs promote bridging social capital without further unbalancing bonding social capital. Attention to this can minimize the danger that community leadership education produces high levels of bonding social capital which can reinforce old boy networks that exclude new or non-traditional leaders.

In order for these communities and the government departments, involved in the community development to provide meaningful outcomes from their interventions, they need to incorporate revised ways of dealing with the challenges revealed by the report. The next chapter provides recommendations which can help the stakeholders deal with these challenges.

CHAPTER 5: Recommendations and Conclusion

5.1 Introduction

The aim of this chapter is to provide recommendations that can be implemented by all the stakeholders in order to alleviate the challenges of community development in these three selected villages as well as other villages. These recommendations were presented to the community. The community, especially the leaders of the community structures and Community Based organisations, support the recommendations and believe that they are in line with what the community seeks to embark on in its pursuit for improved socio-economic conditions of its people. The chapter also is to present a conclusion of the research.



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5.2 Summary of the research

Keiskammahoek falls under Amahlathi Local Municipality and is one of the rural communities that have experience little improvement in terms of socio-economic development. Many community development and economic development projects that were introduced to the villages by the government died before they could make any impact in terms of meeting the needs of the people. Disagreement exists between the community and government regarding the challenges that hinder community development in these rural villages.

The objective of this study was to analyse the community development challenges experienced by three selected villages of Keiskammahoek by firstly, establishing the challenges, secondly, establishing the causes of these challenges, thirdly determining the extent to which these challenges affect

community development in the three areas and fourthly, provide recommendations to address the challenges.

The background revealed that all three spheres of government do not demonstrate the ability and capability to articulate and implement a comprehensive monitoring and evaluation programme that is effective in constantly improving community development interventions. The government itself acknowledges the failure of its programmes in fulfilling the envisaged outcomes and goals in relation to addressing the needs of the rural communities. The data available reveals the inadequacy of the government interventions to deal with the challenges effectively despite its commitment to social and economic development. Keiskammahoek is one of many rural towns that are under severe challenge pertaining to all areas of development. It is evident that the area used to flourish in years before the advent of the new democratic South Africa and therefore Keiskammahoek has the potential to be one of the leading areas in community development. Many programmes that had been established and implemented by the government officials failed because the officials had failed to properly consult and work in partnership with the communities involved. There is no congruency between the needs of the communities and the programmes of the government.

The literature review provides literature on research completed by other scholars on theory of community development, history of community development, meaning of community development and role of government in community development. Community Development is a process in which civil society is empowered through a series of activities determined, planned and implemented in partnership with the affected local communities in order to improve the standard of living of the people. This section also explains the meaning of community development as an intervention to transform communities. The government has an inherent role to play in community development and should take full responsibility for the implementation of community development activities in partnership with communities.

As acknowledgement of this inherent responsibility, the government has developed many programmes including Reconstruction and Development Programme and Community Development Worker Programme to accelerate the implementation of community development activities in rural communities.

The researcher adopted a multiple case study designed to implement a qualitative research approach. Research data was collected from focus group discussions, one on one interviews and project site observations. The data was analysed following a descriptive and interpretive approach to verify and validate the research findings. The researcher searched for themes before, during and after the interviews. A frequency table of ten themes that were identified to illustrate the results was created by the researcher. The bar chart and pie charts are used to present the research results.

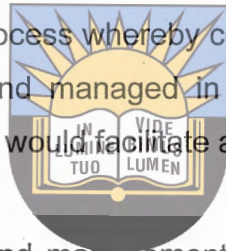


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5.3 Recommendations

Recommendation 1

The government should encourage establishment and development of local and regional development forums to be the gate-keepers of development and play an oversight role in all aspects of development in their respective villages and municipalities. The forum should be set as an inclusive participatory management body consisting of council officials, private sector and individuals elected by the local communities. This would enable a process whereby community development projects in the municipality are implemented and managed in a manner that reflects inclusive participatory system. Eventually, this would facilitate accountability and responsibility.



An inclusive participatory planning and management development approach is critical since it is evident that there is no public participation in the planning and implementation of community development projects in the rural villages. This system would also assist in ensuring that the projects implemented are relevant to the needs and priorities of the people. It will also eliminate corrupt activities associated with some of the implementation processes of the community development projects.

Recommendation 2

The local Councillors, Junior Chiefs and ward committees should be capacitated and be given authority to play a significant role in the conception, implementation and monitoring of community development projects initiated by the government and other development agencies. These people should also be given full authority to recover, retain and redistribute all the assets from community development projects which cease to exist. It has been reported that the last member to leave the project retains the equipment for him/herself. This should not be encouraged because the projects belong to the community and not to individual members.

Recommendation 3

Local government and Rural Development and Land Reform should develop a rural village planning which will make provision for land to be set aside for community developmental projects, including sport and recreation facilities, community centres and economic development hubs. It transpires that there is a large unused yet unavailable land that is privately owned by individuals or families which could be put to good use. The government should negotiate with the owners of the unused land so that they can release it for development projects.

Recommendation 4



Government should consider a training programme independent from the government, to capacitate projects participants and governing structures and monitor the projects until they are able to function with little involvement from the government.

Recommendation 5

The community structures and leaders should host local-based workshops and other activities that promote social cohesion to deal with lack of trust that exists among community members. These activities should be facilitated by neutral bodies such as tertiary education institutions.

Recommendation 6

The municipalities that are predominantly rural have internal auditing staff who are not being utilised to their full capacity. It is recommended that the Amathole Local Municipality must deploy its internal audit personnel to all the wards to assist projects committees with financial matters at least once every year. This will help in improving

financial management systems of the projects while at the same time the exercise will capacitate the project committees with necessary skills to continue to manage their finances effectively, efficiently and transparently.

5.4 Conclusion

The research has revealed that, although it has been 20 years into democracy, the three villages have seen very little progress with regard to community development. It is years since the South African Government embraced the concept of community development to the extent of deploying Community Development Workers to assist the villages in their pursuits for community development and serves as a bridge between the community and the government departments in order to facilitate effective communication. However it appears that the officials employed or deployed by the government do not have the necessary skills, capacity and impetus to implement these community development projects effectively and sustainably. Also there are no monitoring and evaluation systems put in place by the government to ensure that the programmes are implemented according to the plans and strategies of the government. The government officials' effort to block important community stakeholders, like Councillors, Community Development Workers and Junior Chiefs, from participating effectively and playing oversight role in the implementation of the community development projects is alien to the process of development and leaves a lot to be desired. The research also revealed that lack of trust among community members and internal conflicts among members of the projects are the enemies of community development process.

On the other hand, people from rural communities in South Africa are becoming aware of their human rights and responsibilities. They continue to demonstrate willingness to contribute actively in their own development and are striving to become the best activists for the development of their communities. The people want to learn more on how to plan and implement community development projects in their own communities.

A need has seemingly developed for the government and other community development agencies to stop doing things for the communities and start doing things with the communities to ensure sustainability and replicability of the community development projects. Government and the community development agencies need to provide the community with appropriate skills in order for the communities to participate fully from the conception to the utility of their own community development interventions. The government has a responsibility to transfer its policies and programmes planning into practical actions and augment it with tangible results. This should start with establishing a band of human resources that is result oriented and is based on proficiency, capability and objectivity.



The lack of vigour, in effective policy monitoring and evaluation, by our government not only makes its systems and processes susceptible to corruption but also negates the will and commitment of the government to creating decent living conditions for South African people, particularly those living in rural outskirts of the republic. The situation in the three communities could be the manifestation of the miserable failure by the South African local government system, which is supposed to be a developmental local government, to heed to the call by the central government to be the conduit for social and economic development and democratic and accountable government for local communities.

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