USAGE OF TRIBAL ASSETS TOWARDS COMMUNITY DEVELOPMENT: CASE STUDY ROYAL BAFOKENG NATION

BY

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Abstract

Tribal (rural) communities possess assets/resources that can be utilised in improving the quality of life of their residents. The processes involved in the usage of these assets toward community-led development can determine the success or failure of the development efforts by the community. The research conducted was aimed at investigating the processes involved in utilising these assets, with reference being placed on two community-led development approaches namely Asset Based Community Development and Sustainable Livelihood Framework. The research will examine the processes that the Royal Bafokeng Nation has used in the successful development of its community. A comparison of the community-led development processes will be compared to the Integrated Sustainable Development Strategy formulated by the South African government to develop rural communities.

The results indicate that development is not just about asset identification, it’s more complex than that. If development was just about resource identification then a lot of tribal communities would be developed. Development is about the interactions between leaders, community and external sources and in the case of RBN, administration as well. It is about interaction between leaders and community in the form of participation in development efforts; interaction between leaders (and administration) with external sources such as municipalities to enhance development; and interaction between community and external sources through social capital.

The results also indicate that whilst it is the duty of government to provide basic services, communities can partake in other development initiatives. That development in it’s entirely should not be left to government if communities have the means of initiating development. That government has to improve certain aspects in their development strategies, but that it has made strides in formulating strategies to develop rural communities. The challenges for government come in the implementation of these strategies. That partnership between community and government can lead to better and sustainable development initiatives.
Table of contents

Acknowledgements i
Abstract ii
Table of contents iii
List of Acronyms vi

Chapter 1: Introduction
1.1 Rational and background to the study 1
1.2 Research problem 3
1.3 Research general objectives and specific objectives 4
   1.3.1 General objectives 4
   1.3.2 Specific objectives 4

Chapter 2: Literature review
2.1 Introduction 5
2.2 Overview to Asset Based Community Development 5
2.3 Sustainable Livelihood Framework 9
   2.3.1 Sustainable Livelihood Framework Assets 11
2.4 Government-led rural development in South Africa 13
   2.4.1 Reconstruction and Development Programme 13
   2.4.2 Rural Development Strategy 13
   2.4.3 Rural Development Framework 14
   2.4.4 Integrated Sustainable Rural Development Strategy 14
   2.4.5 Comprehensive Rural Development Programme 16
2.5 Conclusion 17

Chapter 3: Methodology and research methods
3.1 Introduction 19
3.2 Data collection methods 19
   3.2.1 Primary data 19
3.2.1.1 Structured interviews with key informants

3.2.1.2 Structured survey

3.2.2 Secondary data

3.2.2.1 Documents

3.2.2.2 Literature

3.3 Scope and scale of research

3.3.1 Brief overview of case study

3.4 Sampling

3.5 Data analysis

3.5.1 Quantitative data

3.5.2 Qualitative data

3.6 Research limitations

3.7 Research ethics

3.7.1 Researcher to participants

3.7.2 Researcher to community

3.8 Conclusions

Chapter 4: Discussion of the findings

4.0 Introductions

4.1 Local leadership

4.1.1 Case study

4.1.2 ISRDS

4.1.3 Comparison and recommendations

4.2 Equity, social inclusion and participation

4.2.1 Case study

4.2.2 ISRDS

4.2.3 Comparison and recommendations

4.3 Communication
LIST OF ACRONYMS

AD: Anno Domini
ABCD: Asset Based Community Development
CBD: Central Business District
CBO: Community Based Organisation
CRDP: Comprehensive Rural Development Programme
DFID: Department for International Development
IDT: Independent Development Trust
IDP: Integrated Development Plan
ISRDS: Integrated Sustainable Rural Development Strategy
ISRDP: Integrated Sustainable Rural Development Programme
LED: Local Economic Development
LGTA: Local Government Transition Act
NGO: Non-Governmental Organisation
NPO: Non-Profit Organisation
OHCC: Ontario Healthy Communities Coalition
PSC: Public Service Commission
RBN: Royal Bafokeng Nation
RBS: Royal Bafokeng Sport
RDP: Reconstruction and Development Programme
RDS: Rural Development Strategy
RDF: Rural Development Framework
SLF: Sustainable Livelihood Framework
SLA: Sustainable Livelihood Approach

SKPA: Strategic Key Performance Areas

SKPI: Strategic Key Performance Indicators

SDBIP: Service Delivery and Budget Implementation Plan

SCDC: Scottish Community Development Centre
Chapter 1: INTRODUCTION

1.1 The rationale and background to the study:

South Africans prior to colonisation and apartheid, lived in their respective clans and nations. During this time, they were self-sufficient. They lived off the land they occupied, by farming, foraging and herding their livestock. It was in this era that community was synonymous with working together for the greater good of the all the residents of a village. Colonisation, discovery of minerals and resettlements ended this community dynamic. It is, however, time that we embraced the creativity that the people used to develop and sustain themselves in the past. The research to be conducted is aimed at revealing that it is still possible for communities to use the assets that they possess to develop their communities.

When we talk about tribal assets/resources, it means any assets/resources, such as land, livestock, shares in corporations; arts and crafts skills (resources), which are not owned by an individual but a nation/community. Tribal resources are linked to what has been learnt from traditions and can be used to the benefit of the community. RBN’s most widely known asset is its share in the platinum mining company, Royal Bafokeng Platinum. The proceeds from the investment in the mine are then used in community development projects, such as the construction of roads and storm water channels. RBN is not the only tribal nation in South Africa with such wealth, the Bakgatla-ba-Kgafela tribal community have assets estimated at over R15 billion(Gcwalisile, 2012).

In looking at tribal assets, there are over a dozen tribal nations, in South Africa, some with assets that may be used in community development and the betterment of livelihoods of the people that reside in those communities. With such a vast number of communities, is it then not worthwhile for South Africa to look into using these tribal assets/resources in developing these communities and creating self-sufficient tribal nations? Hence, asset-based and sustainable livelihood approaches to community development can be used to encourage South African tribal communities to develop themselves, and to not be reliant solely on the government for every facet of development within their communities. The application of these approaches for development will require communities to be mindful of the assets that exist within their communities and how these assets can be utilised to improve the livelihoods of the community members. The asset-based approach encourages the identification of assets and how they can be utilised, whereas the sustainable livelihoods approach encourages not only the identification of assets but emphasises that people should be placed at the centre of the development initiatives (DFID, 1999).
The combination of these approaches will lead to development that is not just focused on asset identification, but will also focus on the people; how they live, what will improve their lives. It will be development for the people by the people.

The self-sufficiency of these tribal communities can alleviate the pressure on the government to develop rural areas; the vast majority of the tribal communities are located in rural areas. Use of tribal assets will also decrease the dependency that rural communities have on external sources, such as government and its parastatals; NGOs and NPOs, for funding towards development and money to sustain themselves.

The use of tribal assets will encourage communities to think for themselves on how they themselves could improve their livelihoods, as has been the case with Royal Bafokeng Nation. This is a community that is making strides in developing itself, it is forward thinking and has built itself from a small rural community to a wealthy (if not the wealthiest) rural community in the country. This is one of the reasons that it was selected as a case study for the research to be undertaken. The aim is to learn from it and to get an understanding of the processes involved in attaining the success it has. Royal Bafokeng Nation in itself is a brand name; it has what accountants call goodwill. One of the lessons that can be learned from this community is that they have not lost their cultural heritage, they have rather embraced those aspects, such as tribal leadership, that make them a tribal nation and have used them as assets and these cultural aspects have not hampered their development. Local leadership can be a vital tool in improving the management of common or tribal resources and the maintenance of shared infrastructure. Within the RBN, local leaders are in charge of formulating and implementing policies and legislation that affect the livelihoods of the community. In their 2011 report, the Royal Bafokeng Nation indicated that they would use traditional councillors to do constituency work in their regions. The constituency work is meant to bridge a gap between the Lekgotla (tribal council) and the community members within a region, it also meant to ensure that the inputs of the residents of those regions can be heard and taken into consideration (RBN, 2011). Societal inclusion and participation are some of the core principles of the community-led approaches to development, such as Asset-Based Community Development (ABCD) and Sustainable Livelihoods Framework (SLF).

Communities should strive to be self-sufficient. However, community self-sufficiency will not equate to these communities being excluded from receiving resources from government (all spheres: local; provincial and national government). The Bafokeng Nation as a community still receives services from the government such as health care and education. A self-sufficient community will not wait upon the government to provide them with every facet of development.
Self-sufficient communities will be able to empower their residents with skills and income generating projects (such as farming the land, planting of trees), if funding is needed for projects, they must raise the funds themselves. The aim should be that communities must not be dependent upon external sources. Ultimately, community development is about improving the livelihoods of community members, aspects of this improvement may include skills development and education (empowerment), improved health, through sanitation and access to clean water (taps to access clean purified water) and feeding schemes, access to infrastructure, such as roads and bridges (these could enable access other amenities such as schools; hospitals and clinics; towns and urban areas; etc).

Government-led rural development will also be analysed in this research. The programme/strategy to be analysed in detail is the Integrated Sustainable Rural Development Strategy (ISRDS), even though it is not the rural development programme currently being used by the South African government. The motive for its selection is that there have been sufficient studies done on it over the past years, during its implementation, to allow for a comprehensive comparison to be done with the case study results. Municipal nodes selected for the implementation of the programme have also documented their successes and/or failures which can be utilised in the study.

Community-led development approaches (Asset-Based Community Development and Sustainable Livelihoods Framework) will be investigated to show how they can be used by communities in developing themselves. These approaches will then be compared to the government-led development strategy implemented through the Integrated Sustainable Rural Development Strategy.

1.2 The research problem:

Tribal communities that exist within South Africa have tribal assets of some sort, although these assets can vary in size and value. These tribal assets are not always used in an effective and efficient manner, this may result in minimum developments within the community. The research to be undertaken aims to give these communities insight into how they can utilise their assets effectively. Although the community, on which this study focuses, has a broader and more valuable asset base than the average rural community, it is the underlying concepts that they have used in their development that is vital. Development is not just about the resource base, it is about how these assets are being used. The development concepts that will be used in this study, namely ABCD and SLF, are meant to enhance the research findings and give foundation and meaning to what RBN has achieved and how they have achieved their success. The research is meant to give insight and thus empower tribal communities. A comparison will be conducted between government-led rural development and community-led development.
This is to give tribal leaders an idea of the inner workings of both systems and they can make a decision on whether they will rely solely on government development or whether they can combine both concepts of development.

The research should answer the following questions:

- How can communities develop from within, community-led development?
- What processes did the RBN use in their development?
- Comparison of both approaches of community development, community-led and government-led?
- What does literature say about community-led development, looking at ABCD and SLF?
- Can communities wait for government led development or should they take the initiative?

1.3 Research general objectives and specific objectives:

1.3.1 GENERAL OBJECTIVES:

The project will explore the inner workings/ processes involved in the implementation of community-led development, with focus being placed on some of the characteristics of the ABCD and SLF models, which are:

- Local leadership
- Social inclusion and participation of the community
- Communication
- Focus on social change and;
- Relationships formed within and outside the community which may contribute in a positive manner to community development

The data collected will be analysed and compared to the rural community development approach used by the government (ISRDS) with focus being placed on the aforementioned characteristics.

1.3.2 SPECIFIC OBJECTIVE:

To compare the procedures involved in each of the rural community development approaches, community and government-led development. Due to time constraints, the research will concentrate on the above mentioned characteristics.
Chapter 2: Literature Review

2.1 Introduction

The literature review chapter is designed to give/ impart substantial knowledge about the different approaches that are being used in the research, namely Asset- Based community development, Sustainable Livelihood Approach and Integrated sustainable rural development strategy. Additionally, community development is discussed in this chapter, by extending its definition according to SCDC(SCDC, 2011)

"action that helps people to recognize and develop their ability and potential and organize themselves to respond to problems and needs which they share. It supports the establishment of strong communities that control and use assets to promote social justice and help improve the quality of community life”.

OHCC(OHCC, 2010) quotes the United Nations in its definition of community development as, “a process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community’s initiative”. The aim of the approaches to development to be discussed is to develop communities. With regards to development that will be a key-word in this chapter. Collins(Collins, 2005) defines it as, “the act or process of growing, progressing or developing”. Green(Green & Haines, 2008) states that, “development cannot simply be reduced to growth in income or jobs but rather that it should be viewed as a much broader process that improves the opportunities and quality of life for individuals”. The Tswana people use the words tlabologo and tsosolotso to define development. Tlabologo means improvement and tsosolotso means revitalisation or awakening. These terms were used to explain development to the research participants. This chapter will extend the discussion on all the key concepts and terms mentioned above.

2.2 Overview of Asset- Based Community Development (ABCD)

Asset-Based Community Development is not a new phenomenon, it has been happening for centuries all over the globe, often out of necessity but also out of a natural inclination to collaborate and utilise what is readily available within residing areas(CommunityConnections). ABCD is an approach to community development that focuses on using community resources; community resources can be tangible, such as natural resources, or intangible, such as financial resources, in the development process. The very foundation of this approach lies in discovering or locating and mobilizing the resources that are already present within the community, thus building stronger communities(IACD, 2009). The Royal Bafokeng Nations owns 1400km² of land which is situated on the largest platinum reserve in the world (RBN, 2010).
Land is one of the most prominent assets of tribal communities; it is what they do with it that can spark development within those communities. There has been construction of a stadium (the Royal Bafokeng Sports Palace which had been used as one of the 2010 soccer world cup stadiums), of a school (the Lebone II College), the Civic Centre and other amenities within the RBN land. These amenities have in themselves contributed to development, the stadium is used to host sporting events, such as Premier Soccer League games, and generate additional revenue.

In the ABCD approach, the development process is initiated from within the community and resulting in the community controlling the direction which the development process is taking. Even if external institutions are used, the community has to retain control of the development process while focusing on the outcomes envisioned. It should be noted, however, that though the premise of ABCD is identification and use of local assets; these assets or resources have to be maintained to ensure that they can be used over long periods of time as a way of ensuring sustainable development. While it is important to maintain the resource base of communities, there have to be initiatives to further increase the resource base and diversify or build upon the already existing resources to acquire better results.

Royal Bafokeng Nation, as a means of increasing and diversifying their resource base constructed the Royal Bafokeng Sports Palace and the Royal Marang Hotel, amongst a vast array of resources.

McDowell (McDowell, 1995, p271) notes what Shaffer and Summers call “community vitality”, which is defined as, “the capacity of a local social system to generate income and employment in order to maintain, if not improve, its relative economic position”. RBN has multiple formal structures each aimed at developing its community. Some of these structures include the Royal Bafokeng Holdings (RBH) and the Royal Bafokeng Institute (RBI), with the former being mandated to manage and advance commercial investments, and the latter mandated to improve the standard of education in Bafokeng schools and provide other opportunities for human development (RBN, 2012). Some of the characteristics of vital communities include the need to use and maintain the resource base of the community. Other than identifying (in the case of this research already knowing) local assets, the following are some of the values that have been identified as boosters of this approach(IACD, 2009):

- Local leadership:
  In terms of tribal communities, leadership has already been chosen, but for communities that don’t have these already chosen leaders, it is imperative that leadership is chosen. The Bafokeng Supreme Council comprises of hereditary headmen and elected and appointed men and women. The leaders form the traditional legislature and abide by the Bafokeng customary laws and the South African constitution (RBN, 2010).
• Equality, social inclusion and participation

Participation is one of the pivotal components of the ABCD approach. Members of the community, regardless of age, gender and physical ability, have to be allowed to participate in the development initiatives. Participation must not be limited to individuals only; it must also include institutions within the community such as NGOs, CBOs and businesses. Social inclusion in itself is a form of empowerment of the community and also instils a sense of ownership by the community members. Percival (Percival & Hines, 2008) indicates that community participation, involvement and consultation are central in achieving sustainable communities. One of the advantages of community participation is that the abilities and insights of local residents can be used in the development process (Russel, 2009). Community members must also have access to the benefits—both social and economic generated by the development process.

• Transparency and accountability

There has to be openness in the development process and what has been identified as community assets and resources has to be known to the community. There also has to be transparency and accountability when dealing with external institutions such as NGOs.

• The recognition of the importance of relationships and its importance as an asset referred to as ‘social capital’. The power of relationships formed within and outside the community by individuals, groups or institutions must not be side-lined. Their shared knowledge and understandings can be used in any productive activity (Roseland, 1998). Mathie (Mathie & Cunningham, 2002, p5) states that, “in fact, the key to ABCD is the power of local associations to drive the community development process and to leverage additional support and entitlements. These associations are vehicles through which all the community’s assets can be identified and then connected to one another in ways that multiply their power and effectiveness”. One of the ways in which RBN uses its social capital is through the existing non-government organisations and community-based organisations operating within its regions. RBN has acknowledged the importance of these organisations, indicating that they played a critical role in providing services that are aimed at addressing the challenges faced by the underprivileged.
• To this end, RBN is running a capacity-building programme in which delegates from the organisations are taught skills that will promote the effective operation of the organisations (RBN, 2012).

• Communication

There has to be communication about how the development projects will be implemented, and how the community members can contribute to these projects. The constant flow of information between community members; institutions (internal and external) and community leaders is vital (Merriam-Webster, 2013). RBN holds what the Tswana term “Kgotha Kgothe” or community meetings; the RBN also uses technology, such as websites, smses and emails to communicate with its citizens. RNB also uploads their annual reviews, in which events of the past year ranging from challenges faced to successes gained are discussed on their website.

• A focus on social change

There have to be goals set for the development initiatives; it is important that both the leaders and the community know that the benefits of the development projects have to be enjoyed by the entire community. The changes that will result from the projects must have a positive impact on the entire community and not just a handful of community members. The RBN has formulated what it calls “Vision 2020”. The master plan of this vision is aimed at improving key commercial, housing, health care, educational and recreational facilities within its community (RBN). RBN is not just developing to meet the needs of this generation but is looking on to the next generations as well.

Another notion of the ABCD is seeing the glass as half full and not half empty, focusing on what the community has and not on what they don’t have. One of the results of ABCD is that communities become self-sufficient/self-reliant (Walker, 2006). Roseland (Roseland, 1998:161) states that, “local self-reliance does not mean isolation” and that, “the goal of a self-reliant community is to enhance local wealth by developing the communities existing resource base. Every community has some resource; physical, human, social, which can be harnessed for creating local wealth”. While resource location is important, these micro-assets have to be connected to the macro environment.
The external economic environment will have an impact on any development initiative the community undertakes, it is thus imperative that the community must pay attention to its boundaries and how to position itself in relation to local institutions, such as local government which also has to play its role in development initiatives (Mathie & Cunningham, 2002). Communities have to be wary of isolating themselves in their quest for development; it would be advantageous for them to align to their own development initiatives with those of local government so as to get the best outcomes from their projects.

The ABCD as an approach attempts to remedy some of the challenges of the needs-based approach such as community members beginning to view themselves as deficient and incapable of own development; and that the community begins to deal with more external institutions rather than its own members which may lead to dependency (Mathie & Cunningham, 2002). Another community-based approach that applies to this research is the Sustainable Livelihood Framework (SLF) as it will be shown in the next section.

2.3 Sustainable Livelihood Framework/Approach (SLF)

According to Scoones (Scoones, 1998), the Institute of Development Studies defines sustainable livelihood as follows, “a livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks, maintain or enhance its capabilities and assets while not undermining the natural resource base”. Petersen (Petersen & Pedersen, 2010) states that, “sustainable livelihood framework describes what development dedicated to poverty reduction should focus on to create sustainable livelihoods for the poor”. Some of the principles that encompass this framework include,

- **Focus on people.** This means that people’s social and economic activities are placed at the forefront of the approach (Allison & Horemans, 2006). Focus has to be on what matters to that specific community as people and their cultures are different and they have unique ways of doing things, this will help in understanding and appreciating how each community with its unique ways functions both individually and a system (Petersen & Pedersen, 2010). RBN development initiatives are built around its community, its unique attributes, what they have (assets/resources) and how they can use them. For development initiatives to be successful and for poverty reduction to become sustainable, development initiatives have to take into account the current livelihood strategies of communities, their social environment and capability to adapt (Kollmair & Gamper, 2002).
• **Responsive and participatory.** People of that community have to be actors in identifying the important aspects of their livelihood. In this regards, community members and institutions have to participate in the development process. As the key actors, their participation will be valuable in securing development that is accomplished from their point of view. They have an understanding of their livelihood strategies and this can be used in the development process (Petersen & Pedersen, 2010) (Carney, 2003). Petersen (Petersen & Pedersen, 2010) states that by actively being part of the development process, the community members will be empowered instead of being dependent on outsiders to assist them all the time.

• **Building on strength.** The sustainable livelihoods approach encourages communities to use their already existing capabilities in tackling the challenges they face (Allison & Horemans, 2006). Communities have to be aware of their strengths in order for them to take advantage of them. This would mean that everyone’s inherent potential, whether from social networks or access to physical resources or infrastructure, would have to be analysed and utilized (DFID, 1999). Kollmair echoes the same idea of using everyone’s inherent potential, but improves on this ideology by stating that identifying and building on community strengths will give a sense of empowerment to community members and promote the development initiatives (Kollmair & Gamper, 2002).

• **Sustainability.** Development initiatives have to be able to withstand or should be resilient to external shocks such as economic shocks and should be able to maintain long-term productivity of natural resources (DFID, 1999) (Kollmair & Gamper, 2002).

• **Macro-micro links.** The Sustainable Livelihood Approach attempts to bridge the gap between the macro and micro levels; this is because people are often affected by the macro level policies and vice-versa and thus this relationship has to be considered in order to achieve sustainable development. In the 2011 RBN Review, the RBN (RBN, 2011) stated that, “strategic planning entails taking our Bafokeng context into a wider perspective by reviewing some of the major global events and trends that affect us in South Africa. Only by understanding that we are an integral part of a wider global economic and political reality can we make sound decisions for today and for the future”. To this effect it is clear that the RBN has not isolated its development initiatives within its borders and regions but takes into account what is happening in the world around them as it can affect them positively or negatively.
2.3.1 SUSTAINABLE LIVELIHOOD FRAMEWORK ASSETS/RESOURCES

The sustainability livelihood framework assets are represented in the figure below. The assets are represented in the pentagon; DFID states that the schematic form was developed to assist in the understanding and analysis of the livelihoods of the poor (DFID, 1999). The arrows pointing from the livelihood outcomes to the livelihood assets is to indicate that in order for communities to attain better livelihoods they have to use the assets. The combinations in which these assets are used will differ from community to community.

![Figure 1. Sustainable livelihoods framework](image)

The Sustainable Livelihood Approach identifies 5 assets/resources that communities should possess namely (Morse & McNamara, 2013) (Kollmair & Gamper, 2002) (DFID, 1999) (de Haan, 2000):

1. **Natural capital:** includes land, water, forests and pastures but also includes minerals. This is particularly important to those who derive their all or part of their livelihoods from natural resource-based activities such as fishing and farming. For RBN their greatest natural resource is their land and, fortunately for them, what lies beneath that land, being platinum. The land that the Bafokeng own happens to be situated on the world’s largest platinum reserve. Proceeds received from the mining activities have been utilized to develop the other livelihood capitals. RBN has been concerned about the environmental impact that mining has had on the long-term viability of their land.
To this end, the mine-community forum was created in the Chaneng area, which is a village that falls within the RBN; this forum discusses, on a regular basis, health and environmental safety of the mining operation (RBN, 2011)

2. **Economic/financial capital:** denotes the financial resources that community members utilize to achieve their livelihood objectives. For tribal communities this may be a difficult capital to comprehend, as there is household financial capital and community capital. Though Bafokeng has been listed as the wealthiest rural community in South Africa (Herskovits, 2012), but according to the PULA 2011 (RBN, 2012) survey conducted it had an unemployment rate of 35%, of this 3% was unemployed and not looking for work. 60% of the residents of this community had monthly incomes of between R0 and R6000 (RBN, 2012). The community’s financial capital is used to benefit the entire population of the RBN.

3. **Human capital:** can be labour, skills, experience, knowledge, creativity and inventiveness. This capital is required in order to utilize the other capitals of this framework. DFID (DFID, 1999) point out that many people consider ill-health and lack of education as core determinants of poverty and thus overcoming these conditions may reduce the poverty. RBN (RBN, 2011) has noted that at the most senior level, their leaders are their single greatest key in their successes or failures as a community. RBN has also initiated the 13th Year Youth Camp in which learners, immediately after matriculating, will be serving in various community development initiatives; this will empower and impart skills to those learners. The community runs the technical and vocational programmes in which the Bafokeng can enrol to improve their skills in the various schools established. The schools include; the construction, hospitality and business schools.

4. **Social capital:** concerns the quality of relations among people within the community and externally. DFID denotes social capital as resources upon which people draw in pursuing their livelihood outcomes, such as networks and connectedness that increase people’s trust.

5. **Physical capital:** comprises basic infrastructure, buildings and roads, and production equipment and technologies. This capital is needed to support livelihoods, such as affordable transport and housing, adequate water supply and sanitation. The RBN has worked on constructing and maintaining its infrastructure. In the 2011 budget, the community spent R154 million on public and community utilities.
Public and community utilities include the maintenance of existing infrastructure, providing the community with water and sanitation facilities (the collection of waste from households in all 29 villages that fall within RBN). In the same year, R32m was spent on infrastructure upgrades to four clinics and the Bafokeng Health Centre (RBN, 2011)

Communities have to find ways of using these capitals in combinations that are suitable for them and that will enhance their livelihood strategies.

2.4 Government-Led Rural Development in South Africa

Between the years 1994 and 2009 the South African government formulated multiple frameworks, strategies and policies aimed at developing rural communities. These strategies have been aimed at remedying the legacies of apartheid, and particularly the injustices felt by people in rural areas.

2.4.1 Reconstruction and Development Programme (RDP)

The first of the government formulated strategies/programmes was the Reconstruction and Development Programme (RDP). It was formulated in 1994; according to O’Malley (O’Malley) “the RDP is an integrated, coherent socio-economic policy framework. It seeks to mobilise all our people and our country’s resources toward the final eradication of apartheid and the building of a democratic, non-racial and non-sexist future”. The RDP is based on the following key principles, meeting basic needs, building the economy, developing infrastructure, promoting peace and stability and promoting human resource development.

2.4.2 Rural Development Strategy (RDS)

The RDP was followed by the Rural Development Strategy (RDS) in 1995, Everatt (Everatt, Self-critical governance: The evolution of the Integrated Sustainable Rural Development Strategy, 2006) states that, “equally important, the RDS identified blockages and problems facing government in pursuit of bottom-up rural development, many of which remained both pertinent when the ISRDS was introduced 6 years later and unresolved, these include, the lack of capacity at local level restricting its ability and effectiveness”.
2.4.3 Rural Development Framework (RDF)

The RDS was followed by the Rural Development Framework (RDF) in 1997, this framework highlighted the importance of coordinated planning, demand driven development and emphasized cost recovery. Everatt (Everatt, 2006) argues that “investment must be justifiable on the grounds of its potential to raise productivity and incomes and to generate the income to pay for services”.

2.4.4 Integrated Sustainable Rural Development Strategy (ISRDS)

Upon its implementation the strategy was converted into a programme, hence the acronym ISRDP. The programme would be active for a period of 10 years, from the year 2000, which was the start of implementation, to the year 2010. The programme was formulated to address the challenges faced by the rural communities, such as poverty, access to basic services, access to infrastructure and amenities.

The strategy aims to build upon the existing government programmes that have the potential of a wide impact and can be replicated, while simultaneously initiating and developing selected new programmes for the communities that are unique to the conditions of that community.

The government will use and coordinate the bottom-up approach, this means that community members will participate in decision-making about the programmes and projects to be implemented and in the prioritization of the projects (ELARD, 2013). The Strategy is not a policy in itself; it was formulated by government as a way of bringing about an effective change to rural communities and improving service delivery to be under-taken by municipalities, such as construction of infrastructure and access to water and proper sanitation. Thus ISRDS was formulated as a remedy to the deficiencies of prior frameworks and strategies aimed at rural development.

The programme has not been allocated its own budget by government, it is dependent upon the budgets of the municipalities as the managers of the programme. This may pose a serious challenge as there have been reports over the years of municipalities under-spending their capital budgets (SACommercialPropNews, 2012). SACommercialPropNews revealed that for the financial year ending in June 2011, municipalities had underspend R12.4 billion of their capital budgets. The year prior to that (financial year ending June 2010) municipalities had underspend their total budgets by R18.9 billion (allAfrica, 2010). The programme is reliant upon the following factors:

- Co-ordination and alignment of goals and strategies of the three spheres of government.
- The effective use of the Integrated Development Plan (IDP), the IDP is used by municipalities to plan the development initiatives of their area of jurisdiction.
• The monitoring role that the various political champions play. Political champions are government leaders chosen from all spheres to monitor the implementation of the programme and facilitate co-ordination of the spheres

ISRD is also explained through each of the letters in the acronym as per the document issued by the South African government (Presidency T., 2000).

• Rural Development:

The main focus of this concept is to facilitate positive change in rural communities that will enable the residents of those communities to earn more, invest in their communities and themselves as well as contributing to the maintenance of that infrastructure which is important in their livelihoods. The aim is to identify opportunities and act on them.

• Sustainable:

The Presidency (Presidency T., 2000) states that, “the strategy will only be sustainable to the extent that it contributes to increased local growth, that rural people care about its success, and are able to access the resources to keep it going”, thus if rural people cannot access these resources then the strategy will fail and the residents of these communities will find themselves in the same positions that they were in. The Presidency (Presidency T., 2000) is however contradictory as it states, “Sustainability over time will increasingly depend on the budgets of local governments. It will, moreover, have to define a major role for local governments in coordinating the participatory decision-making and in mobilizing available resources” (Presidency T., 2000). The question that arises is “who is responsible for sustaining these developments, is it the rural people or the local government or is it both?

• Integrated:

According to the Presidency (Presidency T., 2000), “the effective mechanism for integration will specify what happens at the various levels, who does what and how integration will be accomplished” (Presidency T., 2000). The government has 3 separate sphere levels all involved in the process of the rural development process. And all these sphere levels have to somehow be integrated in this process and the community also has to be involved. This might delay the decision process and require a lot of consultation and meetings to develop a plan of implementation and monitoring.
2.4.5 Comprehensive Rural Development Programme (CRDP)

The CRDP is another national strategy designed to combat poverty, hunger, unemployment and a lack of development in South African rural communities. The strategy was approved by Cabinet on the 12th August 2009. The pilot sites were selected from the 9 provinces of South Africa, with the exception of Gauteng. By October 2011 the programme had been implemented in 65 sites across the country and the forecast for sites is 160 by 2014(SAGovernment, 2012). The programme will develop through all the government sector departments and clusters through the Medium Term Strategic Framework (MTSF) of the years 2009-2014(Presidency T. , 2009). The programme is planned to attain its objectives through co-ordinated and integrated broad based agrarian transformation and through tactical investment in social and economic infrastructure. The programme is centred on 3 pillars, namely(Obadire, Mudau, Sarfo-Mensah, & Zuwarimwe, 2013)(AgriTV, 2011)(Presidency T. , 2009):

1. Rural Development
   Investment in social infrastructure through activities such as the establishment of saving clubs and cooperatives aimed at wealth creation and the productive use of assets, mobilising rural communities to take initiatives in their community development, access to resourced clinics and Adult Basic Education and Training (ABET) centres for capacity building and suitable skills development.
   Improvement of economic infrastructure such as communication networks, roads and bridges, and irrigation schemes

2. Land Reform
   Land reform relates to rural communities having ownership and access to agricultural land. This will be achieved through three land reform initiatives, redistribution; tenure; and restitution of land. The programme aims to redistribute 30% of white-owned agricultural land.

3. Agrarian Transformation
   Focuses on farming activities and the use of natural resources found in the rural areas. Some of the activities in this pillar include livestock and crop farming.

Like ISRDS, the success of CRDP depends on the participation of other departments in all three spheres of government and all the relevant stakeholders such as private companies and non-governmental organisations(SAGovernment, 2013). If the challenges of co-ordination and alignment of the spheres of government faced by ISRDS has not been appropriately addressed, then this programme might not meet the established strategic objectives. The programme consists of 3 phases:
meeting basic needs, enterprise development, and the establishment of village industries and the creation of access to credit facilities.

The programme will also have champions at every sphere of government; this component of the programme is similar to that of ISRDS. The programme will be run by the Department of Rural Development and Land Reform and will be introduced to municipalities. The programme was formulated on the basis that rural areas can be developed in such a way that they contribute to job creation and economic opportunity; this will, in turn, contribute to the decrease in rural-urban migration.

2.5 Conclusion

In the ABCD and SLF the citizens are in the driving seat (Russel, 2009) and that external institutions must act in the supporting role, whereas with the ISRDS the local government (municipalities) are in the driving seat of the development. ISRDS has more actors who are all important to the development from political champions (who are designated at each level, providing political leadership, they include Ministers, Premiers, MEC and Municipal Mayors), there are technical coordinators, municipal councils, the deputy president, nodal delivery managers, the IDT and the community members. Whereas, the ABCD and SLF approaches are led by the community members, leaders and community based organisations. For rural communities to be introduced into the ISRDS programmes they have to first be selected as nodes, so not all rural communities have benefited from this strategy. Nodes are selected after research has been conducted and one of the criteria is poverty.

One of the benefits of community-led development approach is that the community has control over when to develop and decide on the objectives that the development has to attain. The most notable disadvantage of the approach is that of funding, ISRDS has the benefit of using government funds being used to initiate the development process. Participation by community members is recommended in both the community-led and government-led development approaches. Differing opinions about development objectives could lead to conflict; if consensus cannot be reached then there will be a delay in the development process which will discourage people from participating in the process. A disadvantage of ISRDS is that of coordination of formulation, implementation and monitoring of the rural community development due to the number of multiple actors.
It is worthwhile noting that though the community-led approach seems like the ideal approach to community development, there are so many elements to be considered such as greed (by leaders and certain community members who want to benefit more from these developments), that human interaction may lead to conflict where disagreements occur, and that not everyone will be willing to participate in the entire development process. These elements have to be closely considered and monitored to ensure a smooth development process.
CHAPTER 3: Methodology and Research Methods

3.1 Introduction

This section of the research will provide attention to the research will be undertaken. The methods utilised in attaining the data and how the data will be analysed. It will also focus on the scope of the research, giving particular attention to features such as the Royal Bafokeng Nation demographics, their population and an overview of their map. The chapter will also focus on how samples were selected and the type of data that needs to be utilised.

3.2 Data Collection Methods

3.2.1] Primary Data:

Fieldwork and how data was collected using the following:

3.2.1.1) Structured interviews with key informants

Structured interviews with key informants were conducted to get an overview of how the development approaches to community development have been implemented. With RBN, interviews were conducted with community leaders and administration personnel. Reason being that information was based on experiences and knowledge about RBN development initiatives/projects. Given this, the key informants from RBN were able to explain how projects are selected, implemented and monitored, how they communicate with the community and why community participation is vital in community development initiatives.

3.2.1.2) Structured survey

Structured surveys were conducted within the RBN community, the aim being to get the perspectives of the community members about the development processes. The questionnaires were structured in such a way as to get the exact information required from the respondents, information about their participation in development projects and how they communicate with community leaders and administration.

3.2.2] Secondary data:

Data was collected from the following sources:
3.2.2.1) Documents
The information required from documents includes the history of the Bafokeng, information about projects implemented using the ISRDS and how they were implemented, and ISRDS working paper.

3.2.2.2) Literature

Literature was used to obtain an outline of the approaches to community development that were investigated in the research namely, ABCD, ISRDS and the Sustainable Livelihoods Framework.

3.3 The scope and scale of research:

The case study that the researcher identified as being aligned with the research is the community of Royal Bafokeng. The community is located in the North West, less than one hour’s drive from the Rustenburg CBD.

3.3.1 Brief overview of the case study:

The community numbers roughly 150 000 Bafokeng people who have retained their cultural and traditional beliefs and their leadership structures. The Bafokeng arrived in the Rustenburg area between 1450 and 1550 AD. Responding to pressure from the Boers, and hunters and traders moving into the area, the then King, Kgosi Makgatle (who reigned from 1836 to 1891), embarked on a land acquisition program in the late 19th century to secure the community’s rights to its land. To assist in the purchase of the land, the King sent regiments of Bafokeng men to the Kimberly diamond mines and farms to earn cash wages that could be used in the land acquisition. The purchased land was held in trust by the Lutheran missionaries in the days before Black people could legally acquire land (RBN, 2012). 122 years later and the RBN has yet another visionary leader who is taking what his ancestors achieved even further by aiming to make the nation self-sufficient. “The current King, Kgosi Lemo T. Molotlegi (2000 - current), has embarked on an ambitious plan to lead his community into the future by targeting education reform, food security, and sustainable urban planning as his key strategic initiatives” (RBN, 2012).

From the reign of Kgosi Mokgatle to the present King, the nation has seen a series of leaders/kings who have strived to make this nation a success. From the purchase of land deeds, to the discovery of platinum in the very land which had been purchased to secure the nation’s rights to it, to the legal battle over the mineral and land rights with Impala and Mangope (who was the President of Bophuthatswana) and finally to the construction of a world class sporting stadium and a stake in a JSE-listed mining company.
These achievements were attained because the community had leaders who had a vision of making this nation prosperous and a community that played its part in that prosperity. The men who were sent to work in the mines and farms played a crucial role in making this community and nation the success it is today.

The reason for selecting this particular community for a research case study lies in its vision statement, “we the Bafokeng Nation, the Council and Kgosi, are determined to develop ourselves to be a self-sufficient Nation by the second decade of the 21st Century”, the main point being to develop into a self-sufficient nation. The research to be conducted will investigate the processes that have been utilised in attaining the nation’s present day success and the benefits that have been attained through the use of tribal assets to build a nation into self-sufficiency. And to compare these benefits to those that have been achieved by the government led rural development projects, as well as analysing the processes and comparing them.

There are many actors involved in attaining the Nation’s vision. From the King to the Kgosana (headman), to the community, to administration personnel, to CBOs and NGOs operating within the community.

Phokeng is the capital of the RBN villages; it is where some of the RBN landmarks are located, such as the Royal Bafokeng Sports Palace and the Civic Centre (which is also home to the RBN administration offices).
3.4 Sampling

The Royal Bafokeng Nation is spread out over 5 regions, namely, the North East region; the North region; the Central region; the South East region and the Capital region. To ensure fair representation 10 people will be selected from each region, a sample of 50 people, with 50% (25 people) of the sample being female. This sample will be used for the questionnaire aspect of data collection. Key informants included: 2 people from the administration and 5 community leaders representing each of the regions.

3.5 Data Analysis

Data will be collected using different methods and from different sources, thus multiple triangulation was utilised to organise the data into a single coherent document showing the results of the research undertaken.

3.5.1] Quantitative:

The questionnaires were first sorted into the different regions of the RBN, and then they were analysed, firstly according to their subsections and then by question. These results were then be sorted in terms of percentages of the sample.

3.5.2] Qualitative:

Interviews from key informants will be analysed, then the responses were compared to the perspectives of the residents (from the questionnaires). Analysis of existing documents was conducted and then anything of importance in terms of what the research was trying to achieve, was noted. The documents, interviews, questionnaires and personal observations were then be discussed, explained and compared to existing literature already used in the literature review.

3.6 Research Limitations

One of the limitations to this research was the limited time, whether the required minimum number of participants in the questionnaire (of 50 participants) would be attainable and whether the residents of the Royal Bafokeng Nation would want to participate in the study. Another limitation was whether a respondent from the Department of Rural Development and Land Reform could be acquired for the study. There was also a concern about the literature available on the Integrated Sustainable Rural Development Strategy formulated by the South African Government.
3.7 Research Ethics

3.7.1] Researcher to Participants

The researcher took care to protect the rights of the participants when undertaking the study. Key informants were mandated to sign a voluntary consent form, attached to this research, prior to the interview proceeding. Every participant interviewed or requested to complete a questionnaire, was informed about the aim and objectives of the study, about the possible risks of partaking in the study and how these risks will be mitigated. Participants were given the right to withdraw from the study at any time (Brink, 2006). The research is centred on voluntary participation; no individual was coerced into participating in the study. To protect the privacy of the participants, the researcher did not require the participant to disclose any information, such as contact details and ID numbers that might reveal their identity. Information that may reveal the identity of the participants will NOT be made available to people who are not directly involved in the study (Trochim, 2006).

3.7.2] Researcher to community

The researcher respected and was sensitive to cultural and social differences. The researcher respected and adhered to all the rules and regulations of the RBN, such as not performing the study without approval from the RBN administration first. The research was conducted in a competent manner; without any bias to the outcome of the study and in such a way as to maintain the integrity of both the study and researcher (Freed-Taylor). The findings of the research will be reported in full and objectively, and the draft report was sent to RBN administration for feedback. The feedback received was be used in the final report which will also be sent to RBN administration.

3.8 Conclusion

The purpose of the research methodology is to lay out a plan of action for collecting, sorting and presenting the data collected for the research. The methods selected were those that would yield the best results and make analysis easier. Within this methodology the researcher had to be cognisant of the time constraints, which is an important factor in conducting and analysing the research. Another important factor to consider was that of research ethics and as the researcher had to accept full responsibility for all procedures and ethical concerns related to the research to be undertaken (Freed-Taylor).
CHAPTER 4: DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter demonstrates and gives an interpretation of the research outcomes of the approaches, both community and government, to community (rural) development. The findings were reported under the characteristics of the ABCD and SLF approaches to development. Using the SLF and ABCD as data analysis tools, some key points were observed and became issues of discussion in this chapter. Some of these key issues include: local leadership has adopted a community – led or people – centred approach to development, ISRDS/programme as a government-led approach, equity- social inclusion and participation, to mention a few. In every case, comparisons were made and some recommendations suggested.

4.1 Local Leadership

4.1.1 Case Study (community-led approach)

In the questionnaire, participants were asked if local leadership was important. 89.58% of respondents indicated that it was. Interviews conducted with local leaders revealed that local leadership has adopted a people- centred approach of development as inspired by both SLF and ABCD, given the fact that local leaders care for the community and consult them in the development process.

The leaders within the RBN include the Kgosi, the Kgosana, traditional councillors and ward councillors. Respondents explained that the Kgosi and Kgosana are not elected, but instead their leadership positions are inherited. Democratically elected or not, what counts more in this research is the approach of development that they adopted for the community of the RBN. During interviews with local leaders, respondents mentioned that traditional councillors and ward councillors are nominated and elected by the community. The main role of the traditional councillors is the development of the regions which they represent. Some of the roles of the Kgosanas as specified by the respondents included: solving of community and family disputes, representing the community, maintaining order as well as allocating land stands to community members. The allocation of land is in line with the Communal Land Rights Act of 2004, which designates traditional leaders with the responsibility of land allocation in rural area(Kole, 2005).

One of the roles in the development of their respective localities includes convening community meetings (Lekgotla) with the traditional councillor; community executive committee and community members, this is what we can call social capital or networking in both the SLF and in ABCD.
The Lekgotla is aimed at identifying and discussing community needs, brainstorming on how these needs can be addressed, and prioritising the projects or programmes aimed at addressing community needs. Another role would be to represent their locality at the Supreme Council where projects to be implemented by the RBN are selected. Experience showed that this bottom-up system or people-centred approach of development is very efficient. This bottom-up system is in line with the ABCD approach, as the appeal of the ABCD lies in its premise that communities can drive the development process themselves by identifying and mobilizing existing, but often unrecognized, assets, and thereby responding to and creating local economic opportunity (DFID, April 1999).

Once the community projects have been agreed to by the respective community, the traditional councillor takes the proposed projects to the various RBN departments, such as the Royal Bafokeng Enterprise Development or Royal Bafokeng Institution (that deals with education and skills development). If projects from their locality have been selected, the Kgosana and traditional councillor have to inform the community about the projects to be implemented, as well as monitoring the projects. Study participants also indicated that it was convenient to have local leadership in their localities because they could visit them and talk to them openly about the problems in the community, they do not have to wait for meetings. Kgosanas do not work alone, they have community executive committee. The committee consists of the chairperson (the Kgosana), deputy chairperson, secretary, treasury and two members of the community their role being to support the executive. The role of the committee is to assist the Kgosana with his/her duties to the community.

In fact, this research uses the concept of 'people-centredness' in this specific section to stress the fact that development requires that the people themselves - who are meant to be the beneficiaries of development initiatives - be placed in the forefront and fully involved in any projects or programmes which aim to assist them. The quotations of the three famous authors below highlight the usefulness of that development approach:

“We don't develop people, people develop themselves” (Julius Nyerere). "We need an alternative vision in which the well-being of people and the living systems of the planet that is their home, come first” (Korten, 1984). "Development concerns people, it effects their way of life and is influenced by their conceptions of the good life, as determined by their cultures” (Hettne, 1982 as cited by Burkey, 1993).

Nevertheless, some community members from 3 of the visited villages complained that their Kgosanas did not reside in the locality that they lead, citing that it was difficult to get a hold of them. One participant asked, “How are they running their localities if they reside elsewhere?”
The fact that the traditional councillor takes the proposed projects to the various RBN departments is against the principles of ABCD, as people are first called to mobilise resources within the community before looking at the help from the “outsiders”. Similarly, the principles of SLF stipulate that community has resources or assets (financial, human, social, natural and physical) that people may not be aware of, and which can help for community development. On the other hand the resources that the RBN departments will use in the projects are that of the nation. This is may pose a challenge in the ability of the members of a locality being able to identify assets that they can use in development projects.

4.1.2 ISRDS/Programme (government-led approach)

On this section – respondents, from a study conducted by Everatt(Everatt, Dube, & Ntsime, 2004), showed how the municipality or local government, the departments of provincial and local government, national and provincial sector department, nodal delivery manager, provincial political champion, and national champions were all involved in the implementation and follow up of the projects at the grassroots level. In fact, in the SLF, in the pursuit of livelihood by the population, the government not only intervene by writing policy, but its institutions also intervene in one way or another. With reference to institutions, the SLF means political institutions, legislative & representative bodies, executive agencies, judicial bodies, civil society & membership organisations, NGOs, commercial enterprises & corporations – all directly or indirectly involved in empowering the community with the aim of sustainable livelihood. In fact, the local government must make sure that policies are not obstructed in the development process, so that institutions and processes may allow assets to be used as they might. In the same way, in ABCD, this approach stipulates that after recognizing that diversified assets already exist to some degree in the community, the focus is on stimulating opportunities for building assets and eliminating structures that limit such opportunities.

The roles of government spheres in the implementation of the strategy are different, so prior to looking at the leaders in detail, focus should initially be placed on the roles of the spheres. The municipality or local government was the primary manager of the projects to be implemented; the Department of Provincial and Local Government was responsible for the co-ordination of the Integrated Sustainable Development Programme implementation. The IDT was appointed to support the development and implementation of ISRDP.

National and provincial sector department were to assist municipalities in the implementation of ISRDP sector projects, this was in the form of capacity-building, financial and technical support(Kole, 2005).
The role of Champions as leaders of the ISRDS was to ensure that the overall programme was implemented in an effective and efficient manner and maintain coordination of the planned programmes with those of their respective spheres. Champions were appointed from all the spheres of government and each Champion had their own duties and responsibilities.

The nodal delivery manager was responsible for the management and co-ordination of service delivery and projects, and reported to the nodal champion (Presidency S., 2000). Nodal political champions could be either municipal mayors or councillors. Their roles and duties included supervising the transferring and reallocating of municipal resources toward the nodes; ensuring that there was community participation and that the community took ownership of the development initiatives identified; and that marginalised members of the community were included as beneficiaries in the identified programmes.

Provincial political champions could be either the Premier or the MECs. The roles of provincial political champion comprised supervising the reprioritisation of budgets and resources to ensure that it is done appropriately; organise role players and stakeholders who could boost resources that were directed to the nodes; and to play an integrating role in aligning national and provincial development initiatives to those identified in the IDP of municipalities. National political champions could be either Ministers or Deputy Ministers. The roles and duties of this champion involved representing the development initiatives of the nodes; supervising the reprioritisation of the budgets and national programmes that relate to the development priorities of the nodes, resolve strategic challenges that hinder the achievement of nodal development priorities at national level, and to visit nodes regularly as a way of monitoring and ensuring that there was service delivery.

A study conducted by Everatt (Everatt, Dube, & Ntsime, 2004), indicated that the nodal political champion had clearer and more defined roles than the other champions. In addition to the roles defined by the government, national champions also played a significant role as advisors and ensured that sector departments were involved in the implementation of the strategy (Everatt, Dube, & Ntsime, 2004). From the study by Everatt (Everatt, Dube, & Ntsime, 2004), respondents indicated that the national champion carried out the duties and responsibilities assigned to them, they indicated that the champions played the role of co-ordinating the various sector departments and ensuring that time frames were set for delivery of projects or services, and that meetings were held, since meetings were particularly important as role players could discuss the progress of projects and gaps could be identified and corrective measures proposed. The national champion did not visit the nodes on a regular basis.
The provincial champion was said to visit nodes regularly and held meetings to discuss the progress of and to monitor the nodes; mobilising community participation (Everatt, Dube, & Ntsime, 2004).

**4.1.3 Comparison and recommendation**

One of the advantages of the community-led development approach is that community members are able to meet with their Kgosanas or traditional councillors at any time. Leaders are able to identify the needs of the community more easily than the officials of ISRDP. The ease of access to leaders and the open door policy that some of the leaders interviewed have, make it easier for community members to approach them and discuss the needs of the community or to give suggestions and ideas on ways in which the community can be developed. Confidence and trust in each other, from the leader to the people and vice versa, is easier to create and maintain. The Pula 2011 (RBN, PULA 2011, 2012) survey revealed that 91% of the Bafokeng trust their local Bafokeng councillor (traditional councillor) to represent their interests. 92% of the Bafokeng indicated that they trusted the Kgosana and 91% indicated that they trusted their Kgosi to represent their interests. The many different leaders involved in the implementation of ISRDS can be both advantageous and disadvantageous. Advantages include the fact that monitoring is done by different people who could propose different corrective measures for dealing with challenges that occurred at the nodal level; the different sectors of government can be influenced to participate, by the Champion of that level, in the implementation of ISRDS; and there can be more funding because all spheres have to find alternative methods of financing development initiatives as there is no set budget for ISRDS and sector resources are limited.

Disadvantages are that if the proposed corrective measures to the challenges being experienced are expected to be implemented it might cause confusion amongst the nodal workers. There could also be a case of repetition; if different meetings are held with different champions the same things will have to be repeated. The case studied has fewer community leaders, thus decisions are more easily made. Co-ordination between leaders is easier to facilitate in the case study than it is in the implementation of the ISRDS.

It is easier to hold community leaders accountable for lack of development in the localities they lead. It is more difficult to point out the exactly leader who is accountable for non-delivery of services or development in the implementation of the ISRDS. Each sphere can blame the other and each department can blame the next, thus accountability is a challenge in the implementation of ISRDS.
4.2 Equity; social inclusion and participation

4.2.1 Case study

85.4% of questionnaire participants indicated that community participation was important to the development of their localities and the RBN as a whole. Both approaches to community-led development (ABCD and SLF) established that participation by the community is an important component in community development. Local leaders interviewed echoed the same opinion, that community participation is important. Local leaders also indicated that there were no restrictions placed on who could participate in community development initiatives. A leader from one village indicated that projects are open to everyone; another leader said that they needed innovation from people; they (leaders) want ideas from both young and old. Local leaders convene Makgotla (community meetings) which the community is encouraged to attend as they can discuss and make suggestions on development initiatives, public meetings are one of the ways in which people can participate in the development of their communities. Meetings allow for discussions on the needs of the community, they can also discuss the underlying factors to some of the problems they have. Questionnaire participants indicated that community participation contributed to the development of their localities in the following ways:

- People can combine ideas
- Those with the necessary skills can assist in projects
- Can give input on project selection
- Taking part can lead to better development
- Residents know and understand their villages and can explain what they need
- There will be unity within the community

These reasons are in accordance with some of the principles of ABCD and SLF of community-led development and that people should be at the centre of their development, making the participation of community members a vital component in the development initiatives of their communities. Local leaders’ reasons as to why it’s important that the community participate in development efforts includes the fact that the community knows what it needs and wants, that projects and programmes cannot be imposed on them, projects have to be based on community needs; and that they can assist in the planning of projects and initiatives such as crime prevention. The responses of the community and that of their leaders are similar in that they both recognise the importance of participation.
Local leaders were asked what hinders community participation. Some of their responses included, divisions that occur within the community, particularly when it comes to the Kgosana positions; community request projects when those projects are not implemented; sometimes community members do not get paid for work done on projects; people do not attend meetings because of the time and dates of meetings (some questionnaire participants indicated that if meetings are held on Sundays they do not attend them); and that sometimes the agenda of meetings does not take into account what the community needs.

In order to get a perspective on the participation of the community of the RBN, questionnaire participants were asked if they knew of any RBN led development projects. 64.58% of the participants replied that they did, whereas the remaining 35.42% replied that they did not know of any projects. When questionnaire participants were asked if they took part in RBN led community projects, 58.33% responded that they did not partake in projects. Some of the reasons cited included the fact that some projects have their own personnel, sometimes specific people are selected for projects, there were no projects in their localities, some projects require people with projects and others indicated that they were not interested in participating in the projects. In comparison 39.58% responded that they did take part in projects. Other participants indicated that they could not differentiate between RBN-led development and municipality-led development.

Though the RBN as a tribal nation can be viewed as patriarchal, there are Kgosanas that are female. This is an indication that the nation is gender sensitive. Women are also elected into the RBN executive council that makes the final decision on projects and programmes to be implemented. The 29 villages of the RBN are divided into 72 traditional dikgoro (wards), each of which is regulated by hereditary Kgosana (headman) and bo-mmadikgosana (headmen’s wives) (Bafokeng, 2004). In relation to participation in development projects, members of the Bafokeng community are encouraged to participate, regardless of gender, age or physical ability.

4.2.2 ISRDS/P

Community participation was one of the principles identified for the ISRDS. Municipalities have to utilise community participation, including businesses and Community Based Organisations that operate within these communities in facilitating their Integrated Development Plans (IDPs), in accordance with the Municipal Systems Act 2000 (Act 32 of 2000) (Kole, 2005). A study conducted by Everatt (Everatt, Dube, & Ntsime, 2004) revealed that there was limited community participation within the selected Nodes. Some participants in the study revealed that although structures had been put in place to deal with community participation, more could still be done to encourage active participation.
Other problems relating to community participation included community members not understanding the technical jargon used in IDPs, lack of transportation to meetings which are held outside the community’s locality, lack of funding for projects, projects are identified without community consultation (Everatt, Dube, & Ntsime, 2004).

Some municipalities used Ward Committees as a structure to involve communities in the IDP process. These committees also included councillors and traditional leaders (Everatt, Dube, & Ntsime, 2004). The involvement of traditional leaders can be vital in assessing the needs of the community, as indicated by the questionnaire participants’ traditional leaders and their involvement in the IDP process can lead to the community attending meetings. Traditional leaders can also assist IDP managers by inviting them to village meetings, and this is where municipal officials can get the views and opinions of the community. Perret (Perret, 2006) points out that though there was consultation at times between government and communities; co-design, co-decision making and actual partnership seldom occurred.

4.2.3 Comparison and recommendation

Both the case study and the ISRDS require the community to actively participate in the development of their communities. Participation, particularly in the planning phase of development, does not mean that people will always agree with each other, as community members or with the leaders. There will be times when there are disagreements about the initiatives to be undertaken, but it is at these debates that people will be able to give their views. Once decisions have been made by the majority, not everyone will approve of them. At times decisions will be delayed because the community is not coming to a consensus. The beauty of participation is that one can say “I was part of those projects” and there is also a sense of pride in knowing that you contributed to the development of your community. Participation also entails finding ways to improve the livelihoods of people, making the identification of assets that can be utilised in the development of the community vitally important. There is no use in identifying the needs of the community and then not trying to find ways in which these needs could be addressed. Questionnaire participants were asked if they knew of any assets within their localities or the RBN that could be used in the development of their community; 54.17% responded that they did not know of any assets. This is in comparison to the 45.83% that could identify the assets. Participants in Tsitsing and Lefaragathe identified empty structures as assets that could be used; they suggested that these structures be converted to community halls or tribal offices.
4.3 Communication

Angelopulo and Barker (Angelopulo & Barker, 2013, p. 4) define communication as “a transactional and symbolic process in which messages are exchanged and interpreted with the aim of establishing mutual understanding between parties”. Communication as defined by Angelopulo and Barker (2013), and which is used by the RBN community as an asset, corresponds to social capital or social networks in both SLF and ABCD.

4.3.1 Case Study

When questionnaire participants were asked if communication between community members; local leaders and administration was an important factor in the development of the RBN, 93.75% of the respondents felt that it was. Some of the explanations for this view included the fact that information gives understanding; the community will know what is happening, what will happen and how residents will benefit from projects; it allows an understanding between members of the community, communication builds a better and united society. Local leaders reiterated the importance of communication, with one of the leaders indicating that “communication is key” and another stating that, “without communication nothing can be done, that everything will come to a standstill”. One of the leaders also indicated that if projects are implemented without informing the community first, they can stop it. Some of the methods that the RBN leadership and administration use to communicate with the community are text messages to cell phones, radio, Billboards, RBN magazine (Segoagoe), internet and public meetings.

The majority of participants indicated that meetings were the most effective form of communication. 81.25% of the questionnaire participants attended these public meetings/Makgotla. According to the respondents, they attended meetings to obtain information about development projects to be implemented in their localities, to get clarity on issues they don’t understand, to give ideas, and to discuss how they can solve community problems such as crime. Two of the leaders interviewed indicated that they hold at least one Lekgotla per month in their locality. Dumela Phokeng are regional meetings, the various RBN departments deliver reports on development projects and programmes that were implemented in the region, and are held twice a year. Kgotha Kgothe is also held twice a year, it is attended by the Kgosi and the Supreme council and the members of the community from all villages. The RBN provides transportation to this meeting. The explanations given for the importance of communication are in line with some of the functions of communication as illustrated by Putnam. These functions include information exchange, uncertainty reduction, and analysis of information and ideas(Putnam & Poole, 2008).
4.3.2 ISRDS

The only time that the paper on ISRDS makes mention of communication, is that media will be used to relay any communication. This would mean that each municipality has to formulate its own methods of communication.

4.3.3 Comparison and recommendation

Communication is an important component in the development of communities. The Bafokeng have formulated multiple ways of communicating with their community, and this makes it easier for community members to keep abreast with development projects/programmes implemented and how far they are in completing them. Communication means information dispensation, as information clarifies misunderstanding and the community knows what developments are going to be implemented. Participants in the study by Everatt (Everatt, Dube, & Ntsime, 2004) revealed that it was important for communities to be educated on the development processes as people were not aware that projects selected have to be reviewed prior to their approval. Information clarifies any confusion and information dispersed has to be worded in such a way that the ordinary citizen understands it. If information is not clear people will not be interested as they don’t understand what is being said to them as indicated in the study by Everatt (Everatt, Dube, & Ntsime, 2004). There also has to be ease of access to information, through a person to talk to, or internet, if people have access to it, and pamphlets or posters at shops, clinics and post offices.

4.4 Focus on social change

4.4.1 Case study

Projects and programmes run by communities have to focus on social change. RBN distinguishes between projects and programmes, the former having a start and end date and the latter having on a start date and being continuous. Some of the projects implemented can be converted into programmes, thus making the project a pilot to see if it can work. Projects and programmes implemented by RBN have strategic objectives that have to be met; an example of a strategic objective of the RBN is “To reduce poverty by building clean, healthy, safe and sustainable community”. RBN uses a scorecard to select projects and programmes to be implemented, the scorecard measures whether the development initiative falls within the strategic objectives formulated. The scorecard is reviewed annually to represent the strategies of RBN.
The projects/programmes are planned by the various departments, such as Royal Bafokeng Sports (RBS), for the next year, to meet the targets in accordance with the RBN scorecard. The treasury then formulates the RBN budget based on the projects/programmes the departments want to implement. The Supreme Council have to approve the budget based on affordability, benefits and strategic alignment of the intended projects. The programmes selected have objectives, being the targets and the actual results are compared to the targets. If the targets are not met, programme leaders have to give reasons as to why the targets were not met. The RBN also use Strategic Key Performance Areas (SKPAs) and Strategic Key Performance Indicators (SKPIs) to measure and monitor development programmes.

Organisational structure is thus important in the development of the RBN, through the organisational structure development objectives, SKPAs and SKPIs and the scorecards, the budgets can be formulated. Indeed, organisations in the ABCD make a very strong asset for community development. According to Carney (2003), institutions mean paid groups of people who generally are professionals and who are structurally organized. They include government agencies and private business, as well as schools, etc. As stated, they can all be valuable resources. In fact, the assets of these institutions help the community capture valuable resources and establish a sense of civic responsibility.

In the RBN, projects and programmes are based on the needs of each locality and are therefore relevant to that community. Projects and programmes of the RBN are aligned to those of the local municipality. RBN uses the Service Delivery and Budget Implementation Plan (SDBIP) to align development projects to the IDP of the municipality. Of the 64.58% of questionnaire respondents who replied that they knew of RBN-led development projects, 62.5% specified that these projects make a difference in people’s lives. This is in comparison to the 29.17% that responded that the projects did not make a difference. The difference that projects make in people’s lives include, employment in projects leads to income generation; selling produce from vegetable gardens also results in income generation; access to infrastructure results in ease of access to amenities such as towns, gaining knowledge, access to and usage of sport facilities, and improved sanitation and hygiene.

4.4.2 ISRDS/P

Local government/municipalities use the IDP to plan and formulate strategies to implement the intended development initiatives in its area of jurisdiction. The IDP became a legal requirement for the local councils in terms of the Local Government Transition Act Second Amendment (LGTA) of 1996 and the Municipal System Act of 2000(Urban-Econ, 2005). The strategy is reliant on municipalities and their effective use of the IDP.
The IDPs are central to the success or failures of the ISRDP. For IDPs to have meaningful and sustainable development as well as improving the quality of life of rural people, they have to be drawn up in consultation with the other spheres of government, as they (IDPs) will also affect the planning and the budget of those spheres. There should also be alignment and co-ordination of goals, strategies and processes within all the spheres of government. The alignment of goals refers to synchronising the goals of the municipality with those of the national and provincial government; the study conducted by the Public Service Commission (PSC, 2009) revealed that the goal setting phase of the current IDPs was weak. Goal setting is an important pillar of the IDP as it defines the objectives of the development initiatives/programme. Strategy alignment refers to how the spheres will work together in achieving the goals that have been set in the IDP. PSC (PSC, 2009) points out that alignment between the spheres and role players, such as the private companies, in the formulation of the strategies can establish a base from which successful planning and implementation of the programme can be pursued. According to the PSC (PSC, 2009, p11), “process alignment would ensure that planning and implementation is integrated across sectors, and that different actions by different role players takes place at the right time in terms of the necessary sequencing required for strategy realisation”.

The ISRDP was intended to improve service delivery to the rural communities of South Africa. It was supposed to build on existing programmes of government that would have a wide impact on the rural communities and could easily be replicated, whilst initiating and developing new and unique projects tailored to the needs of a particular community. Access to water, sanitation and infrastructure are some of the services that can be selected from what was termed “basket of services”. Some of the instruments used to deliver the services included, the Local Economic Development (LED) Fund; Khula-start; Spatial Development initiatives and the technopreneur programme. The Local Economic Development Plan could be used to promote economic growth in these communities; the success of the plan would ensure income generation for the communities. Some of the programmes that could be used to promote economic activity would be farming development and agricultural marketing; these initiatives are also included in the basket of services (Presidency S., 2000). The government will also use the redistribution of land as a means to contributing to social change for rural communities whilst simultaneously addressing the uneven distribution of ownership and access to land caused by apartheid.

4.4.3 Comparison and recommendation

Both the community-led approach and government-led development approach are aimed at social change and are demand-driven.
It is important to note again that organisational structure is vital in attaining the objectives of the development projects and programmes. Communities should set reasonable goals that can be attained for themselves (McDowell, 1995).

4.5 Social Capital

As defined by Nahapiet (Nahapiet, 2008, p. 1423), “refers to the set of resources that accrue to an actor through the actor’s social relationships”. In fact, both SLF defines social capital by referring it to the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions. Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable. Social capital is not just the sum of the institutions which underpin a society – it is the glue that holds them together.

Similarly, in ABCD, Carney (2003) argues that social capital is built on a web of relationships that exist within any given community that allows people to succeed or advance through associating together. Social capital is present in the networks, norms, and social trust inherent in associations whose members work together in concerted collaborative action. In a literal sense, social capital is the store of good-will and obligations generated by social relations.

4.5.1 Case study

Social capital was one of the assets identified by questionnaire participants, but only six of the 48 participants identified this asset even though all the villages visited had community care givers. The home based care givers’ roles include visiting the aged, sickly, disabled and orphaned children, and make sure that those who are on medication have taken it and that they have eaten; and that their houses are clean. Some of the people who work as care givers are volunteers. In Tlapa, one of the villages visited, a group of women spoke about vegetable gardens and bread baking initiatives that had been started by the community women. In Luka, the community leaders interviewed mentioned that they use the relationships they have formed with business people (whether within the RBN or externally) and the mining company to assist in some of the projects that they have initiated in their locality.

This also indicated that communities cannot only be reliant on RBN resources, there have to be initiatives from leaders to find other means of funding projects that cannot be funded by the RBN.

In Kanana, a group of farmers operating in that area have formed a farming forum. These are some of the ways in which the Bafokeng use social capital; these examples illustrate the effects of social capital as explained by Serageldin.
Serageldin (Serageldin & Grootaert, 2000) explains the effects of social capital as being information distribution, coordinating activities, and collective decision making. They also illustrate that social capital can be applied at different levels of analysis, from individuals and small groups to organisations and communities and entire societies (Nahapiet, 2008).

For social capital to be successful there has to be trust between parties. In the case of CBO, community members have to trust each other. In the PULA 2011 (RBN, PULA 2011, 2012) survey, 61% of the Bafokeng adults felt that they could trust their neighbour to look after their household possessions while away from home. It is this trust that ensures that CBO continue to be operational.

4.5.2 ISRDS/P

The strategy does not mention how this capital will be used in the development of rural communities.

4.5.3 Comparison and recommendations

Social capital, like financial and human capital, can be utilised to maintain and improve the social wellbeing of individuals and communities (LaGory). One of the observations made when conducting this research is that people don’t know that they are assets and that the relationships that they have formed with other people are assets as well. It is thus imperative for community leaders to instil a sense of worth in their residents, noting that each member can contribute to the development of the community. People have skills that when combined can form brilliant initiatives and projects that will assist in community development. People also need to be taught that the relationships formed with other people can be used in the development of their respective localities. The ISRDP should also have included methods in which the relationships formed by community members could be used to uplift the entire community. If used effectively, social capital could complement the other capitals (financial, human, natural and physical).

4.6 Conclusion

Both these approaches to rural community development are aimed at improving the opportunities and quality of life for community members (Green & Haines, 2008). The processes that these approaches utilise in attaining this improved quality of life are important. This process can result in positive outcomes or no results being attained in the development efforts of communities or government. The community and leaders are responsible for the success or failure of these processes.
Chapter 5: Summary of findings

5.1 Introduction

The conclusion chapter is intended to give a summary of the research findings whilst referring back to the research problem. The chapter will also report on limitations identified during the study.

5.2 Summary of findings

One of the reasons why some communities succeed or fail in their development efforts is their ability to effectively and efficiently use the resources within their localities. One of the lessons to be learned from the research is that it is not just about assets or the ability to conduct a community needs assessment that leads to development. There are other aspects that have to be considered. The processes involved in the development of communities are more intricate than just needs assessment and assets. The Bafokeng have remarkable assets, but it is what they have done in making those assets work for their community that is truly remarkable. The RBN have realised that assets alone will not lead to development. They have invested in acknowledging other aspects of development such as leadership, communication, focus on social change and formulating strategies to attaining the social change, and community participation, amongst, others that can foster sustainable and positive development.

Community-led development is about people (community members) coming together and combining their skills, knowledge and ideas for the betterment of the whole community. The case study findings revealed that community participation plays both leading and supporting roles in the development of the Bafokeng Nation, the former role in that the community can give a holistic view and understanding of community needs, and the latter in that the community can give their local leaders ideas about the kind of development initiatives that should be implemented, and assist in making decisions about which development projects they would like to see being implemented in their localities. Participation is important, whether in community or government-led development. For development initiatives to have a positive and holistically felt impact and to be sustainable there has to be community consultation. The community is the key to unlocking the way in which they live, the challenges and obstacles they face, and what they need to improve their way of life. It is thus imperative that people know and understand that they can give a glimpse into their livelihoods and that their lack of participation can be a stumbling block in the development of their communities. Government-led development strategies acknowledge the importance of community participation, but in order to make use of it efficiently they need to run workshops and campaigns that encourage people to participate in their community development initiatives.
Communities have the advantage of rallying members into participating in development initiatives, whereas the government has to put more effort in getting people to participate in development initiatives.

The RBN has embraced the two forms of the leadership that they have. They have remained true to their tradition of inherited leadership, yet have adopted the democratic way in which leaders are chosen. Traditional councillors have not taken the importance or relevance of Dikgosana. These two forms of leadership work together towards the development of their localities and the 2035 RBN vision. Both forms respect and acknowledge the duties of each. Tribal communities must not be intimidated by this concept; it can be used as a means of including the community in selecting its leadership without taking away the essence of what a tribal community is.

The role of developing a community should not be left to the leaders only. Community members can come together and form Community Based Organisations (CBO) that aim at assisting people in their localities. CBOs are widely used by the Bafokeng and local leaders recognise the significant role that these organisations play in the community. CBOs can be used in many different ways within communities, from taking care of the aged, sickly and orphaned, to cooking for school children and starting vegetable gardens.

Communities have to formulate development objectives or goals, then formulate strategies that will assist in attaining the set goals. Every project that the community undertakes must be a step towards the ultimate objective. There also has to be a review of the projects undertaken, as this will help in ascertaining whether the project is in line with the goals set, to assess the challenges faced and find ways of dealing with problems in future. When communities know their future plans, projects can be made sustainable.

Communication is a vital aspect of development, and community members should be informed of any development projects. For government-led developments this can be particularly important as this is where community assistance in implementing projects can be rallied. Leaders have to inform the community about any projects that are going to be implemented and what the benefits are. Communication can filter out any misunderstanding and pre-conceptions that the community might have.

One of the advantages of government-led development is access to financial and human (technical know-how) capital. Government is able to undertake large scale development projects, such as infrastructure construction, whereas, small rural tribal communities, that do not have access to this capital can undertake small scale development initiatives.
Government-led development faces the challenge of co-ordination and alignment of the different spheres. If this challenge is not rectified then the current rural development programme, like the ISRDS, will not function at maximum efficiency in developing rural communities. If other challenges encountered in the implementation of ISRDS are not remedied, then the CRDP might also be in trouble because it has similar strategies, such as community participation and stakeholder mobilisation.

Development from within can give communities a sense of accomplishment when the goals they have set are met. This can also ensure that community members are empowered and are willing to participate in the development efforts. Another advantage of developing from within is that community members have a vested interest in ensuring that projects succeed, thus leading to sustainable development. As important as it is for communities to develop from within, external assistance must not be excluded in the community’s development initiatives. If communities isolate themselves, they risk closing off the opportunity for better development. Working in conjunction with external sources can enhance the development of the community. Communities have to be cognisant of their development objectives and figure out how external sources, such as private companies and government, can assist in attaining the set objectives.

Communities should attempt to develop from within; they should not wait for the government. They can also seek external assist from private companies or NGOs. People need to learn to take initiative and not depend on the government for everything. The government does have a duty to all South Africans to provide adequate resources for a good standard of living. Over the past 19 years, from the initial Reconstruction and Development Programme to the current CRDP, government has been formulating programmes that are aimed at developing rural communities. There is effort from the side of government, and tribal communities can assist these efforts by developing themselves.

5.3 Limitations

Only 48 questionnaires completed, instead of the 50 as stated in the methodology. People were apprehensive about completing the form, even though they were not required to provide any personal information. People participated only after being informed that the questionnaire was for private research and not for the use of the RBN. Another factor that might have contributed was that the questionnaires were a bit long, and were done during the week when people were at work. The questionnaire also had open questions that required reasons to be given for the categorical questions; people did not want to answer them.
The researcher was able to meet with one person from the RBN administration. The researcher felt that the information given was sufficient and would be confirmed when the research findings were presented to the research department of the RBN for validity.

The researcher was unable to meet with personnel from the Department of Rural Development and Land Reform. The person with whom there was communication to set up the appointment did not respond to follow-up emails concerning the interview.

5.4 Conclusion

The success of the Bafokeng was achieved through their taking the initiative; it comes from their leaders wanting to see their people live in improved conditions, in which their youth have the education and skills necessary to earn a living and gain an advantage; from wanting to see a reduction in the poverty that is rife in rural communities. They are working towards a planned future; every facet of development is aimed at attaining that future. They are a community that has had leaders who work for the future and not just for the present. They recognise that the decisions that they make today will affect those not yet born to their nation. Some of the lessons that other rural tribal nations can learn from the Bafokeng are that:

- Community leaders should respect their community members. Disperse information to them, consult when planning development projects. Listen to what they have to say, they can give ideas on development initiatives.
- External sources are as important as internal sources. They can assist in development initiatives.
- They should set goals that are attainable.
- Development is a process; it has taken the Bafokeng a long time to attain their success.
- Give community members a platform to participate in development initiatives.
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Gauteng, South Africa.

York, United States of America.
APPENDICES

APPENDIX 1

Figures Section

1.1 Questionnaire answers

<table>
<thead>
<tr>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you know your local Kgosana?</td>
<td>Yes: 97.91%</td>
<td>No: 2.08%</td>
</tr>
<tr>
<td>Is it important to have local leaders?</td>
<td>Yes: 89.58%</td>
<td>No: 10.42%</td>
</tr>
<tr>
<td>Do you know of assets or resources, within your locality or the RBN, which can be used to develop RBN?</td>
<td>Yes: 45.83%</td>
<td>No: 54.17%</td>
</tr>
<tr>
<td>Do you know of any RBN led development projects, both within your locality and RBN as a whole?</td>
<td>64.88%</td>
<td>No: 35.42%</td>
</tr>
<tr>
<td>Have you taken part in any RBN led development projects, particularly within your locality?</td>
<td>39.58%</td>
<td>58.33%</td>
</tr>
<tr>
<td>Do you think that these projects make a difference in people’s lives?</td>
<td>62.5%</td>
<td>29.17%</td>
</tr>
<tr>
<td>Is community participation important to the development of your village and of RBN as a whole?</td>
<td>85.42%</td>
<td>8.33%</td>
</tr>
<tr>
<td>Is communication, between community members; local leaders and administration, an important component in the development of RBN?</td>
<td>93.75%</td>
<td>4.17%</td>
</tr>
</tbody>
</table>
Do you attend public meetings held within your locality?

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you attend</td>
<td>81.25%</td>
<td>18.75%</td>
</tr>
<tr>
<td>any other</td>
<td>54.17%</td>
<td>45.83%</td>
</tr>
<tr>
<td>meetings?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2 The answers given by questionnaire participants to some of the open questions are as follows:

1. Why it is important to have community leaders/why is not important to have these leaders?
   - Provide information about anything that relates to the village
   - Through them a lot can be achieved
   - Can give complaints or grievances to
   - Allocates stands
   - Provides proof of residence
   - Can help with many things
   - Assist in establishing the needs of the community
   - Job creation
   - Make sure basic needs are met
   - Represent the community
   - Maintain order
   - Solve disputes
   - Can report crime to
   - Take, implement and maintain decisions about the community
   - Helps with the problems of the community
   - Can submit community grievances to the Chief

2. What role do they (local leaders) play in community development?
   - Develop young people
   - Give to the community
   - Job creation
   - Motivate the community to partake in community activities
   - Establish the needs of the community
• Make sure that everything goes accordingly
• Decide which projects to undertake
• Informs the community about projects to be implemented
• Listen to the community about their needs and take them into consideration
• Manage community development
• Maintain order

3. In what way does community participation contribute to the development of RBN?
• Taking part can lead to better development
• People get employed
• People who have taken part in the development projects can assist in later projects
• Community can help disabled people
• Combine ideas
• When working as a community, the results or rewards can be greater
• People will get skills
• Community members can give input on project selection
• Expose people to unknown opportunities
• Residents know and understand their villages and can explain what they need
• Brings people on par with the decision making processes
• Bridge information gap

4. Why is communication important?
• To get clearance on issues you don’t understand
• To get information, to keep up to date with any developments within the village
• To give ideas and help others
• Discuss how we can solve community problems
• Get information on how we can develop the youth
• To hear about changes and progress of the community
• To know about what will affect me as a community member
1.3 Demographics

Age groups of questionnaire participants

<table>
<thead>
<tr>
<th>AGE GROUP</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 – 30</td>
<td>42</td>
</tr>
<tr>
<td>31 – 50</td>
<td>17</td>
</tr>
<tr>
<td>51 – OLDER</td>
<td>33</td>
</tr>
</tbody>
</table>

Gender per village visited

<table>
<thead>
<tr>
<th>VILLAGE</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lefaragatlhe</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Luka</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Kanana</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Tsitsing</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Tlapa</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>19</td>
<td>29</td>
</tr>
<tr>
<td>%</td>
<td>39.58%</td>
<td>60.42%</td>
</tr>
</tbody>
</table>
APPENDIX 2

RBN magazines are placed at local post office.

RBN villages have access to basic infrastructure such as roads and electricity.
Offices in Kanana used by community care giver, community security and as pilot offices for SASSA

Construction of roads in Kanana
Construction of roads in Tlapa village

Community vegetable gardens are common in the RBN
RBN School of hospitality is one of the vehicles for community skills development.

Shopping complex in Phokeng
RBN sports palace

Some areas are less developed than others
The three pictures above depict how the RBN villages differ, the first having access to more infrastructure than the last, but less than the middle. The middle photo is Phokeng, it is the capital of RBN, and the people of this village have more and better access to infrastructure than both villages.
Appendix 3

Key Informant interview questions: Local Leadership

1. Within the RBN, how is local leadership selected?
2. What are some of the roles of local leaders?
3. What are some of the roles of local leaders in terms of development processes within the RBN? (Planning, selecting, implementing and monitoring)
4. Is local leadership important within communities, particularly when looking at the development processes? If so, why?
5. Within your region/locality, is there active participation from community members in the development processes?
6. Are there any restrictions placed on who can participate in community development projects? And why?
7. In your experience as a local leader, what hinders community participation in development processes?
8. Is community participation in the development processes important?
9. If it is why is it important? And if it’s not, why?
10. What are the roles or duties and responsibilities of community members in the development process?
11. As leaders, how do you ensure that projects are sustainable?
12. Within this region, and for RBN, is social capital vital in the development of the community?
13. In which way is it being used?
14. What methods of communication do you use to update the community of any development initiatives and how does the community communicate with you?
15. What is the significance of communication in community development?
16. What has been some of the greatest challenges experienced in the development process?

Thank you for partaking in this interview.
Appendix 4

SURVEY

My name is IpelengMosarwa, im a final year Development Studies Master student at the Nelson Mandela Metropolitan University.

The questionnaire is based on anonymity, please do not write your name or surname on it.

I am conducting a study about the use of community assets, rather than external funding sources, in community development. The findings of this research will only be used for academic purposes.

Would you be willing to participate in this study by answering a few questions? It will take about 30 minutes of your time.

Where you have to select option answers please tick on the accurate option.

Age:

Do you give consent for these answers to be used in the research? 

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

A. Local Leadership

1. Do you know your local Kgosana?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

2. Is it important to have local leaders?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

3. Why is it important to have community leaders/why is not important to have these leaders?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

4. What role do they play in community development?

________________________________________________________________________
________________________________________________________________________
B. Community projects; Participation; and knowledge of assets?

1. Do you know of assets or resources, within your locality or the RBN, which can be used to develop RBN?
   - Yes
   - No

2. Can you give examples of these assets?
   -
   -
   -

3. Do you know of any RBN led development projects, both within your locality and RBN as a whole?
   - Yes
   - No

4. If yes, can you name some of the projects?
   -
   -
   -

5. Have you taken part in any RBN led development projects, particularly within your locality?
   - Yes
   - No

6. If no, give reasons.
   -
   -
   -

7. Do you think that these projects make a difference in people’s lives?
   - Yes
   - No

8. If yes, what kind of difference are they making
   -
   -
   -

9. Is community participation important to the development of your village and of RBN as a whole?
   - Yes
   - No
10. In what way does community participation contribute to the development of RBN?


C. Communication

1. Is communication, between community members, local leaders and administration, an important component in the development of RBN?
   Yes | No

2. Why is it/is it not important?


3. Do you attend public meetings held within your locality?
   Yes | No

4. If yes, why do you attend? If no, why do you not attend the meetings?


5. Do you attend any other meetings?
   Yes | No

6. From the various communication methods used to dispense information to community members, which is the most effective and why?


D. Do you give consent for this questionnaire to be used in another study
   Yes | No

Thank you for participating in the study.
Appendix 5

Detailed map of RBN
Appendix 6
Informed consent

**NELSON MANDELA METROPOLITAN UNIVERSITY**
**INFORMATION AND INFORMED CONSENT FORM**

<table>
<thead>
<tr>
<th>RESEARCHER’S DETAILS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title of the research project</strong></td>
</tr>
<tr>
<td><strong>Reference number</strong></td>
</tr>
<tr>
<td><strong>Principal investigator</strong></td>
</tr>
<tr>
<td><strong>Address</strong></td>
</tr>
<tr>
<td><strong>Postal Code</strong></td>
</tr>
<tr>
<td><strong>Contact telephone number</strong></td>
</tr>
<tr>
<td><strong>(private numbers not advisable)</strong></td>
</tr>
</tbody>
</table>

**A.1 HEREBY CONFIRM AS FOLLOWS:**

I, the participant, was invited to participate in the above-mentioned research project that is being done by Miss Ipeleng Mosarwa from Faculty of Business and Economic Sciences of the Nelson Mandela Metropolitan University.

**THE FOLLOWING ASPECTS HAVE BEEN EXPLAINED TO ME, THE PARTICIPANT:**

2.1 **Aim:**

The aim of the research is to investigate the processes involved in the Asset Based Community Development and comparing them to those of the Integrated Sustainable Rural Development Strategy used by the government.
### Procedures:
I understand that the researcher will conduct an interview. The interviewer intends to make use of audio recorder and I am aware that I reserve the right to decline the recording of the interview.

### Risks:
The researcher has informed me that the information I am asked to divulge poses no risk to the comfort or confidence of the parties involved in the use of Telemedicine technology at this institution.

### Possible benefits:
I understand that there are no immediate benefits to me as a participant, but rather the benefits of my participating in the study are those of other communities. The benefits include giving an understanding of the processes involved in community development of the Royal Bafokeng Nation.

### Confidentiality:
I understand that my identity will not be revealed in any discussion, description or scientific publications by the researcher. However, I may choose to participate in the making of a video, in which my identity will be captured in the video. If I prefer, my identity can be disguised in the video to avoid my face being recognized.

### Access to findings:

### Voluntary participation/refusal/discontinuation:
- **My participation is voluntary**: YES  NO
- **My decision whether or not to participate will in no way affect my present or future care/employment/lifestyle**: TRUE  FALSE

### THE INFORMATION ABOVE WAS EXPLAINED TO ME/THE PARTICIPANT BY:

<table>
<thead>
<tr>
<th>Language</th>
<th>Initial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afrikaans</td>
<td></td>
</tr>
<tr>
<td>English</td>
<td></td>
</tr>
<tr>
<td>Xhosa</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
and I am in command of this language, or it was satisfactorily translated to me by

(name of translator)

I was given the opportunity to ask questions and all these questions were answered satisfactorily.

4. I was not pressured into participating in this study and I understand that I have the right to stop participating at any stage without facing any consequences.

5. I am not liable for any costs incurred in the conducting of this research.

A.2 I HEREBY VOLUNTARILY CONSENT TO PARTICIPATE IN THE ABOVE-MENTIONED PROJECT:

I will participate in the making of the video.

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>My identity must be disguised to avoid facial recognition.</th>
</tr>
</thead>
</table>

Signed/confirmed at On 20

Signature or right thumb print of participant

Signature of witness:

Full name of witness:

A. STATEMENT BY OR ON BEHALF OF INVESTIGATOR(S)

I, Ipeleng Mosarwa declare that:

1. I have explained the information given in this document to (name of participant) and / or his / her representative (name of representative)

2. He / she was encouraged and given ample time to ask me any questions;

3. This conversation was conducted in

<table>
<thead>
<tr>
<th>Afrikaans</th>
<th>English</th>
<th>Xhosa</th>
<th>Other</th>
</tr>
</thead>
</table>

And no translator was used OR this conversation was translated into

(language) by (name of translator)

Signed/confirmed at On 20

Signature of interviewer

Signature of witness:

Full name of witness:
B. DECLARATION BY TRANSLATOR (WHEN APPLICABLE)

I, (full names)

ID number

Qualifications and/or

Current employment

confirm that I:

1. Translated the contents of this document from English into (language)

2. Also translated questions posed by (name of participant) as well as the answers given by the investigator/representative;

3. Conveyed a factually correct version of what was related to me.

Signed/confirmed at On

I hereby declare that all information acquired by me for the purposes of this study will be kept confidential.

Signature of translator

Signature of witness: 

Full name of witness: Dr Hategekimana Celestin

C. IMPORTANT MESSAGE TO PARTICIPANT

Dear participant

Thank you for your participation in this study. Should, at any time during the study:

- an emergency arise as a result of the research, or
- you require any further information with regard to the study, or
- the following occur

You think of any additional information to add.

Kindly contact IpelengMosarwa

at telephone number 072 695 7884 (The researcher will phone back at her own cost).
DEPARTMENT OF ACADEMIC ADMINISTRATION
EXAMINATION SECTION
SUMMERSTAR ND NORTH CAMPUS
PO Box 77006
Nelson Mandela Metropolitan University
Port Elizabeth
6031

Enquiries: Postgraduate Examination Officer

DECLARATION BY CANDIDATE

NAME: IPELENG FELICIA MOSARWA

STUDENT NUMBER: 2010556104

QUALIFICATION: MA (DEVELOPMENT STUDIES)

TITLE OF PROJECT: USAGE OF TRIBAL ASSETS TOWARDS COMMUNITY DEVELOPMENT: A CASE STUDY ROYAL BAFOKENG NATION

DECLARATION:

In accordance with Rule G4.6.3, I hereby declare that the above-mentioned treatise/dissertation/thesis is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

SIGNATURE: [Signature]

DATE: 04 MARCH 2014