

**AN EVALUATION OF THE INTEGRATED APPROACH TO
COMMUNITY DEVELOPMENT: A CASE STUDY OF ALFRED NZO
MUNICIPALITY IN THE EASTERN CAPE PROVINCE.**

N E MANQINA

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DEVELOPMENT: A CASE STUDY OF ALFRED NZO MUNICIPALITY IN THE
EASTERN CAPE PROVINCE.**

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SUPERVISOR: Mrs SM MAISTRY

DECLARATION

I, NZALISEKO ERASMUS MANQINA, hereby declare that unless specifically indicated to the contrary, this thesis is the result of my own work. Furthermore, I declare that the material contained in this thesis has not been submitted to this or any other university in fulfillment or partial fulfillment of the requirements for another degree.

MANQINA NE

DATE

Student number: 200602999

Signed at East London

TABLE OF CONTENTS

DECLARATION	(i)
LIST OF TABLES	(x)
LIST OF FIGURES	(xi)
ACKNOWLEDGEMENTS	(xii)
DEDICATION	(xiii)
LIST OF ABBREVIATIONS	(xiv)
ABSTRACT	(xv)

CHAPTER 1 INTRODUCTION

1.1 Introduction	1
1.2. Problem statement	5
1.3 Assumptions of the study	8
1.4 Objectives of the study	9
1.5 Research Design and methodology	10
1.5.1 Location of the study and sampling methods	11
1.5.2 Data collection	11
1.5.3 Data Analysis	12
1.6 Ethical considerations	12
1.6.1 Informed Consent	12
1.6.2 Confidentiality and Anonymity	13
1.7 Value of the study	13
1.8 Delimitation of the study	14
1.9 Organization of the study	14

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction	15
2.2. Understanding of key concepts	16
2.2.1 Integration and integrated approach to community development	16
2.2.1.1 Main characteristics of integration	17
2.2.1.2 Stakeholders/role players involved in integrated approach to community development .	19
2.2.1.3 Critical elements of integration in community development co-ordination and collaboration.	20
2.2.1.4 Challenges facing integration in community development	23
2.2.1.5 Impact of the integrated approach to community level	26
2.2.2 Poverty and Community Development	28
2.2.2.1 Community Participation, Empowerment and Partnerships	30
2.3 Aspects of African Philosophy relevant to the study	32
2.3.1 Ubuntu and the collective context	33
2.3.2 Collectivism	34
2.3.3 Comparisons between individualism and collective perspective	35
2.3.4 Values as determinants of extent of integration	36
2.4 Theoretical framework for integrated approach	37
2.4.1 Systems theory	37
2.4.1.1 Holism	38
2.4.1.2 System theory challenges	39
2.4.2 Social systems Perspective	40
2.4. 3. Ecological systems perspective	41
2.5 Strategies for integration and integrated approach to community development	42
2.5.1 Integrated Sustainable Rural Development (ISRDP)	42
2.5.2 The Integrated Development Planning (IDP)	44
2.6 Conclusion	45

CHAPTER 3 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction	46
3.2 Research Design and methodology	47
3.2.1 Location of the study and sampling methods	48
3.2.2 Data collection	51
3.2.3 Data Analysis	57
3.3 Ethical Considerations	58
3.3.1 Informed Consent	58
3.3.2 Confidentiality and anonymity	59
3.4 Value of the study	59
3.5 Delimitation and challenges of the study	60
3.6 Summary and conclusions	61

CHAPTER 4 PRESENTATION OF DATA AND ANALYSIS OF FINDINGS

4.1 Introduction	62
4.2 Profile of Managers, practitioners and community development focus	62
4.2.1 Profile of managers and community development practitioners	63
4.2.2 Area of operation	64
4.2.3 Period in current employment	65
4.2.4 Practitioner's main responsibilities and roles	65
4.2.5 Description of community development projects by focus groups	66
4.2.6 Involvement of project members in project initiation	66
4.3 Understanding of key concepts	67
4.3.1 Integration	67
4.3.2 Integrated Sustainable Rural Development Program	68
4.3.3 Community development :responses from practitioners & managers	68
4.4 Characteristics of integration and integrated approach to development	69
4.4.1 Participation	69
4.4.2 Community empowerment	70

(iv)

4.4.3 Partnerships	70
4.4.4 Collaboration	71
4.5 Perceptions on the extent of integration and integrated approach to community development	71
4.5.1 ISRDP as a separate or part of the service delivery mandate	71
4.5.2 The manner in which programs are integrated	71
4.5.3 Knowledge of the role players	72
4.5.4 Extent of co-operation by managers	73
4.5.5 Extent of collaboration by managers and practitioners	73
4.5.6 Manner integration is co-ordinated by managers and practitioners	74
4.5.7 Manner in which working together would assist managers and Practitioners	74
4.5.8 Perceptions on extent of integration by managers and practitioners	75
4.5.9 Partnerships formed arising through integration	76
4.5.10 Integration of skills programs	76
4.5.11 Level of community involvement in development	77
4.5.12 Involvement of community members in development	78
4.5.13 Level of community empowerment	79
4.5.14 Community responses on the extent to which role players work together	79
4.6 Perceptions on community participation in community development	80
4.6.1 The manner of integration by community project members	80
4.6.2. Community focus group participation in community development	81
4.6.3 Nature and participation by community members in development	81
4.6.4 Manner in which community development projects were initiated	82
4.7 Perceptions on the impact of integration in community development	82
4.7.1 Extent to which role players offer services to communities	82
4.7.2 Benefits by communities from integration of role players	82
4.7.3 Benefits of integration in community development	83

(v)

4. 8. Challenges faced on integration	84
4.8.1 Challenges experienced by management and practitioners	84
4.8.2 Challenges faced by community project members in integration	85
4.9 Values related to integration and the integrated approach to community Development	85
4.10. Lessons learned on integration	86
4.11 Conclusion	87
CHAPTER 5 ANALYSIS, CONCLUSION AND RECOMMENDATIONS	
5.1 Introduction	88
5.2 Analysis of the findings	88
5.2.1 Stakeholders/role players in integration and the integrated approach to community development	88
5.2.1.1 Gender Distribution	88
5.2.1.2 Profile of managers & practitioners period in current employment	89
5.2.1.3 Practitioners main responsibilities and roles	89
5.2.1.4 Involvement of project members in project initiation	90
5.2.2 Understanding of key concepts	90
5.2.2.1 Integration and the integrated approach	90
5.2.2.2 Integrated Sustainable Rural Development	91
5.2.2.3 Community development	92
5.2.3 Characteristics of integration	94
5.2.3.1 Collaboration	94
5.2.3.2 Participation	95
5.2.3.3 Community empowerment	96
5.2.3.4 Partnerships	97
5.2.3.5 Co-ordination	98
5.2.4 Perceptions on the extent of integration and the integrated approach by role players in community development	99
5.2.4.1 Knowledge of role players	99

5.2.4.2 The manner in which managers and practitioners co-ordinate programmes	100
5.2.4.3 Extent of co-operation by managers	101
5.2.4.4 Extent of collaboration by managers in community development	102
5.2.4.5 Extent of integration by managers and practitioners	103
5.2.4.6 Level of community empowerment	103
5.2.4.7 Partnerships arising from integration and integrated approach	104
5.2.4.8 Level of community participation in development	105
5.2.5 Perceptions on community participation	106
5.2.5.1 Community project members participation in comm development	106
5.2.5.2 Nature of participation by community development members in community development	107
5.2.5.3 The manner in which community projects were initiated	107
5.2.6 Perceptions on the impact of integration in community development	108
5.2.6.1 Benefits by communities from integration and integrated approach	108
5.2.6.2 Community responses on the extent to which different role players offer services to communities	109
5.2.7 Challenges to integration and the integrated approach to community development	110
5.2.7.1 Challenges experienced by management and practitioners	110
5.2.7.2 Challenges faced by community development project members	111
5.2.8 Values related to integration and the integrated approach to community development	112
5.2.9 Lessons learnt on integration	112
5.3 Conclusion	114
5.4 Recommendations	117
5.4.1 Capacity building initiatives	117
5.4.2 Improvement in co-ordination	118
5.4.2.1 Short-medium term intervention	118
5.4.2.2 Medium-long term intervention	118

(vii)

5.4.3 Resource mobilization and planning	119
5.4.3.1 Strengthening intergovernmental relations	119
5.4.4 Partnerships	120
5.4.5 Planning processes	120
5.4.6 Collaborative Planning	121
5.4.7 Performance Contracts	122
5.4.8 Monitoring program performance	123
5.4.9 Lessons learnt in integration	123
5.4.9.1 One stop services	123
5.4.9.1.1 The benefits of one stop services	125
5.4.9.1.2 Thusong Service Centres	125

6 . REFERENCES	127
7 . APPENDICES	135
7. Appendix A Interview schedule for Management	135
7. Appendix B Interview schedule for Practitioners	140
7. Appendix C Interview schedule for Community projects	144

LIST OF TABLES

TABLE 1: Gender distribution for managers, practitioners and community development focus groups	51
TABLE 2: Management respondents from government departments	53
TABLE 3: NGO's management respondents	54
TABLE 4: Practitioners as respondents	55
TABLE 5: Community development focus group area of location, number of projects and number of community members in projects	56
TABLE 6: The respondents positions	63
TABLE 7: Respondents Area of operation	64
TABLE 8: Respondents period in employment	65
TABLE 9: Extent of partnerships	76

(x)

LIST OF FIGURES

FIGURE 1: Extent of co-operation by stakeholders	73
FIGURE 2: Extent of integration by stakeholders	75
FIGURE 3: The level of community involvement in development	77
FIGURE 4: The extent of role players working together	79
FIGURE 5: Values related to integration and the integrated approach to community development	85
FIGURE 6: Depiction of various stages of collaborative planning	121
FIGURE 7: Illustration of the One Stop Service Concept	124

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(xii)

DEDICATION

This thesis is dedicated to my mother

Nontobeko Eslinah Manqina

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To all those individuals, families, communities of
Alfred Nzo who strive to find and practice integration
for the benefit of the District.

Key words: Integration, integrated sustainable development program, integrated development program community development, community empowerment, collaboration, community participation, co-ordination, stakeholders/role players (used interchangeable).

LIST OF ABBREVIATIONS

ISRDP	Integrated Sustainable Rural Development Program
IDP	Integrated Development Plan
NGO	Non-Governmental Organizations
CBO	Community Based Organizations
LED	Local Economic Development
MPCC	Multi-purpose community centre
IT	Information Technology
GCIS	Government Communication and Information Service
SAPS	South African Police Service
SASSA	South African Social Security Agency

ABSTRACT

Development in South Africa during the apartheid era was characterized by separate development, where social welfare services and programmes for individuals and communities were fragmented and administered along racial lines (White Paper for Social Welfare, 1997). The segregated social policies prevented inter-sectoral collaboration and a holistic approach to the development of communities. This lack of integration resulted in fragmentation, duplication of services, inefficiency and ineffectiveness in meeting the needs of the majority of individuals and communities. This legacy continues to impact on the implementation of social services in the current context of democratic South Africa (White Paper for Social Welfare, 1997:5-6).

This study examined how integration and the integrated approach by stakeholders/role players is applied in community development in the Alfred Nzo District Municipality. Alfred Nzo District was chosen as the case study area since it is one of the nodal points for the implementation in 2004 of the Integrated Sustainable Rural Development Program (ISRDP) initiated by the National government to address poverty in the rural areas of the Province. The research was qualitative in nature. The sample comprised of nine managers, fourteen practitioners and sixty two community members in eight focus groups. Data was collected through self administered interview schedules for managers and practitioners while focus group interviews were conducted by the researcher for community members involved in community development projects.

The findings suggest varied understanding of the concepts of integration, ISRDP, community development and collaboration. The findings also revealed challenges in terms of integration and co-ordination by stakeholders in community development. The study established that there is a need for improvement of the integration efforts for community development processes that involves a number of role players.

(xv)

CHAPTER 1

1.1. INTRODUCTION

Development during the apartheid era in South Africa was characterized by separate development where social welfare services and programmes for individuals and communities were fragmented and administered along racial lines (White Paper for Social Welfare, 1997:3-5). The segregated social policies prevented inter-sectoral collaboration and a holistic approach to the welfare and well-being of individuals, families and communities. The lack of integration and the integrated approach to social welfare resulted in fragmentation, duplication of services, inefficiency and ineffectiveness in assisting the majority who were vulnerable, poor and in need. This legacy continues to impact on the implementation of social services in the current context of democratic South Africa (White Paper for Social Welfare, 1997: 5-6).

One of the objectives of the new democratic government in South Africa, post 1994 is the establishment of a developmental state in which the government takes an active interest in the economic and social life of the country. The current national government has acknowledged the critical need for an integrated approach to development to address the impact of past social welfare policies. This recognition is reflected in the emphasis on integration in the White Papers for Agriculture (1995), Education (1995) and Welfare (1997) amongst others and in some of the recent strategies to address poverty in rural communities such as the Integrated Sustainable Rural Development Programme (ISRDP) (2004). This study therefore examines the manner and extent to which integration and the integrated approach have been implemented by the various stakeholders/role players in community development in the Alfred Nzo District Municipality in the Eastern Cape Province.

According to Odendaal (2002: 291) integrated development is understood as “the ability of the people to stimulate self-reflection and critical awareness in relation to their social reality and their ability to transform that through conscious collective action in terms of prevailing social, political and economic relationships around them”. This indicates that people should apply their abilities, not only as individuals, but collectively to include and integrate social, economic and political dynamics around them. According to Maistry (2008) integration may be seen as the process that exists between individual and collective consciousness for social well-being in a transforming society such as South Africa. This approach means that the individual should not operate in isolation but within the collective and in this way impact on social transformation. The ISRDP (2004:10) notes that integration refers to specifically defined roles played by each sphere of government with the “primary locus of integration located at the municipal level through the Integrated Development Planning (IDP) Process”. Integration also refers to the number of services together that provide a multiple response to multiple local needs and priorities (ISRDP, 2004: 10).

The social development strategy on integration is articulated through the White Papers of various stakeholders. The White Paper for Social Welfare (1997: 47-49) indicates that the community development approach forms part of an inter-sectoral strategy to address structural poverty of the past in collaboration with other government departments and stakeholders in civil society. The White Paper on Agriculture (1995: 1-3) states that as part of the integration efforts towards development, agriculture is an important sector for social and economic growth and development in rural areas and these must be addressed together with other role players from a multi-dimensional point of view.

The White Paper on Education and Training (1995: 1-4) noted that involvement, consultation of the stakeholders, interest groups and role players are very important in promoting the principle of democratic governance. One of the principles noted in the White Paper on Arts and Culture (1996) is co-operation. This paper encourages multi-disciplinary co-operation and resource sharing with other stakeholders. The principles on transformation of the Health system White Paper (1997) is that an integrated package of services must be made available to the majority of citizens and that the three spheres of government namely (national, provincial and local), NGOs and the private sector must integrate in order to promote common goals.

The White Paper on Local Government, the Municipal Services Partnerships White Paper (2000: 5-6) states that municipalities at all levels have a responsibility to improve, expand and accelerate service delivery through partnerships with other public institutions, private sector, Community Based Organizations (CBOs), Non-Governmental Organizations (NGOs) and other relevant sectors. Therefore integration in community development indicates that the problems communities face are multi-faceted and multi-dimensional and that they need to be tackled in an integrated way requiring multi-pronged interventions that will be holistic and integrative in character (Swanepoel and De Beer, 2000: 127).

In this context, communities in South Africa especially those located in rural areas should also be afforded the opportunity to participate in their own development, thus contributing to growth and development. In order to bring about this growth and development, the Reconstruction and Development Programme (RDP) document was introduced shortly after the 1994 democratic dispensation. Most of these programs remained fragmented and did not sustain themselves over a long period. The various government departments continued to pursue their own independent programs resulting in fragmentation and duplication.

The ISRDP (2004: 5) points out that while the Reconstruction and Development Programme (RDP) provided a vision of integrated development, however, little guidance was provided on how to carry out integrated development in an effective and efficient manner (ISRDP,2004:5). As a consequence, the Integrated Sustainable Rural Development Programme (ISRDP) was established in 2004 whose objective was meant to ensure a well co-ordinated and integrated approach to rural development (ISRDP, 2004: 5-6).

The ISRDP is premised on better co-ordination and integration of government programmes and the active participation of communities. It points out that the identified problem in rural areas “seemed not to be in quality of development and existing anti-poverty programmes but on the failure to co-ordinate activities and provide an integrated package of services that matched local priorities” (ISRDP 2004:1-3). This showed that in spite of the problems concerning development, the challenge was also the method that should be followed in dealing with those challenges of poverty and underdevelopment. This intervention would reflect the importance of integration in the co-ordination and implementation of programmes in community development.

The main objective of the ISRDP is to ensure that there is integrated service delivery through co-ordinated planning, resource allocation and implementation by government and other stakeholders in rural areas (ISRDP, 2004: 3). In light of the overall goal of the ISRDP, this study explores the extent to which integration and the integrated approach are understood and applied by the various role players in community development in the Alfred Nzo area of the Eastern Cape Province.

1.2. PROBLEM STATEMENT

As a result of the past policies of the apartheid era, there has been fragmentation in every aspect of South African society, such as the economic, legal, political, moral, cultural and environmental. The RDP White Paper (1994: 6-7) noted that there was segregation in education, health, welfare and other sectors resulting in fragmentation in provision of services to the communities (RDP White Paper, 1994: 6-8). Prior to 1994, the White Paper for Social Welfare (1997) highlights that each government department had its own procedures, styles of work, approaches and priorities. This inability to integrate led to fragmentation in the implementation of services.

Consequently, in the current context of democracy in South Africa, integration is critical between government, parastatals and local authorities in order to address the challenges of divisions and fragmentation. The White Papers on Education (1997), Health (1997) and Local Government (1998) view integration as a critical principle for effective and accessible services under these sectors and to mobilize the various role players such as government departments, NGOs, private sector and communities in support of integrated services.

Though Government policies, such as the RDP White Paper (1994) and those on Local Government (1998) have encouraged the implementation of the integrated approach to community development among the various stakeholders in all spheres of government and civil society, there seems to be a slow pace of integration in development by the various stakeholders.

From the researcher's professional experience in development practise with the Eastern Cape Provincial Department of Social Development in Alfred Nzo, it has been noticed that integration is still not taking place adequately by the various stakeholders and communities have not been fully involved in their own development. The communities have not been mobilized to participate in

implementing integrated development initiatives. In a study conducted on Pretoria City Council on public participation in integrated development planning, Houston, Humphries, Liebenberg and Ledwaba (2001: 243-244) indicated that the outcome showed low levels of community participation and lack of interest in the Integrated Development Planning (IDP) processes by city councillors and other stakeholders.

Despite the development of some of the policies, Davids, Theron and Mapunye (2005) noted that lack of integration is evident in that there is not enough social mobilization of communities around integrated development. There is also a lack of commitment to integration of information, activities and plans around development amongst the stakeholders. More often than not, stakeholders do not feel a real need to participate in an integrated manner, thus denying the communities the opportunity to engage in integrated development (Davids, Theron and Mapunye, 2005: 137).

Among the challenges for implementation of the integrated approach to community development by the various stakeholders within a given municipality is a lack of proper interpretation of the concept of integration and the integrated approach as well as co-ordination with other stakeholders and communities on community development issues (Davids, Theron and Mapunye, 2005:137). Ovretveit (1993: 185) noted that practitioners spend insufficient time informing, negotiating and consulting with others. The author further noted that just when many of the benefits of teamwork could emerge, practitioners retreat into their professions.

Furthermore, the ISRDP (2004: 137) noted that there is no clear definition of roles to be played by the different role players during planning and implementation of programmes to prevent confusion (ISRDP, 2004: 137). While all stakeholders have a role to play, however, there seems to be no centre of co-ordination where all stakeholders are clear on what they are supposed to be

doing. Davids, Theron and Mapunye (2005: 147) indicated a lack of integration with regard to the budget cycles in the government departments and municipalities. They are poorly coordinated and gaps exist in budgeting for integrated sustainable rural development programmes. Communities and other stakeholders are not an inclusive part of the integration processes as they should be (Davids, Theron and Mapunye, 2005: 147). The budget cycles of government departments and municipalities are implemented according to different timelines which makes it a challenge for them to adequately integrate development within their spheres of operations.

The challenges to holistic integration include lack of resources, capacity and infrastructure, poor communication and co-ordination of processes, linked with the manner in which the stakeholders conduct their work on their own (Davids, Theron and Mapunye, 2005: 137). Inadequate attention is given to finances and human resources necessary for full implementation of integrated programmes in community development. According to Theron (2005:143-144) the other challenge for integration and the integrated approach to community development is that Community Based Organizations (CBOs) in the communities are not regarded as the most appropriate actors or participants in development and hence integration is not working as it should. This means that communities in South Africa are not viewed as partners in development, but rather as people who are supposed to listen to other stakeholders about what has to be done for their development.

Lack of co-ordination is also apparent in the implementation of integrated development. Swanepoel and De Beer (2000: 127-128) noted that co-ordination, as an element of integration, suggests that different role players in development should coordinate their efforts. "Governments, non-governmental organizations (NGOs) and local communities (should) work hand in hand in order to maximize the impact of their efforts and to avoid unnecessary duplication or conflicts" (Swanepoel and De Beer, 2000: 127-128).

The other challenge is that development practitioners are not fully equipped to work in an integrated way (Swanepoel and De Beer, 1998:67). Co-ordination as noted by Swanepoel and De Beer (1998: 67) is viewed by some government departments as important while others do not see it as a major responsibility. Subsequently, communities have not been empowered to take advantage of the opportunities available to them in terms of an integrated approach to development. Citizens are typically unaware of the standards of service they should be demanding [from development professionals and practitioners] (Theron, 2005: 143-44).

In recognizing that the interconnectedness and interrelationships between the various role players and their services are critical for healthy communities and their development, the study has adopted the systems theory as a framework for the integrated approach. A detailed discussion of the systems perspective is covered in chapter two. In order to attain a better understanding of integration and how the integrated approach is implemented in the area of Alfred Nzo, the research asks the following question:

- How are integration and the integrated approach conceptualized and applied in rural community development through municipalities in South Africa?

1.3. ASSUMPTIONS OF THE STUDY

The study is based on the following assumptions:

- (i) There is a lack of implementation of the integrated approach to community development in rural areas.
- (ii) There is poor conceptualization of integration by the various stakeholders/role players in community development, including communities.

- (iii) The integrated approach assists stakeholders to merge plans and processes in community development.
- (iv) There is a lack of effective co-ordination by the various role players/stakeholders of community development.
- (v) Integration needs to have communities participating fully in development processes.
- (vi) Communities are not fully aware of the integrated approach or its impact on community development and therefore communities are not able to seek services from service providers, based on the policy of an integrated approach to development.

1.4. OBJECTIVES OF THE STUDY

Integration and the integrated approach to community development necessitates that the various stakeholders/role players work together for effective interaction with communities in the current democratic context of South Africa.

Therefore, the objectives of the study are as follows:

- (i) To develop a conceptual understanding of integration and the integrated approach to community development by the different role players and communities within the area of Alfred Nzo
- (ii) To determine perceptions of the extent to which integration takes place by different role players at the community level within the ISRDP.
- (iii) To examine the extent to which community members participate in integrated community development processes.
- (iv) To determine the impact of implementation, if any, of the integrated approach to community development.
- (v) To explore the issues and challenges faced by the role players in the integrated approach to community development.
- (vi) To identify lessons learnt on integration and the integrated approach to community development.

1.5. RESEARCH DESIGN AND METHODOLOGY

The design of this study is exploratory, descriptive and evaluative in order to assist the researcher in understanding integration and the integrated approach to development. An exploratory and descriptive design was chosen to determine how integration and an integrated approach is conceptualized, implemented, including challenges experienced and lessons learned on implementation by the stakeholders. Babbie (2004: 343) noted that the evaluation design is undertaken for the purpose of determining the perceptions of some social interventions. Therefore, evaluative design was used to evaluate the integrated approach to community development in the area of Alfred Nzo District.

The study was predominantly qualitative in nature as it aimed to understand the meaning people attach to their own experiences with regard to integration and the integrated approach in the area of Alfred Nzo. The qualitative method was utilized in an effort to understand the situations related to integration and the integrated approach to community development from the communities and professionals working in the area of community development. Quantitative design was also utilised in terms of themes, recurring words, regularities of the responses that sought to understand integration and the integrated approach to community development. De Vos (2005: 364) indicated that both qualitative and quantitative design and methodology are integrated in order to make interpretations in terms of themes, words or events. The author also indicated that when comparisons are made, the qualitative project enters into the realm of some quantitative analysis.

In selecting the two municipalities in the Alfred Nzo District, the case study method was appropriate to gain a more detailed understanding of the research topic. According to Merriam (2002: 7-8) a case study refers to an intensive description and analysis of a phenomenon or social unit, such as an individual, group, institution or community.

1.5.1. Location of the study and sampling methods

The study was carried out in Umzimvubu and Matatiele local municipalities of the Alfred Nzo District Municipality in the Eastern Cape Province. Sampling is defined by Strydom and Venter (2002: 209) as taking a portion of the population and considering it representative of that population. It is utilized to increase the chances of better manageability of the study (Strydom and Venter, 2002: 209). The researcher utilized purposive sampling which is described as sampling that is based on the judgment of the researcher regarding the characteristics of a representative sample (Bless and Higson-Smith, 1995: 95). Through a purposive sample, the researcher selected representatives of various departments and non-governmental organizations at management level, practitioners at implementation level and community members in the Eastern Cape Province. The sample was made up of nine managers and fourteen practitioners comprised of eight males and fifteen females. This part of the sample comprised of twenty three respondents. Eight focus groups comprised of sixty two members were drawn from the community development projects. In total, the sample comprised eighty five respondents.

1.5. 2. Data Collection

Data was collected through individual and focus group interviews. Focus groups refer to a selected group of people drawn together to apply their knowledge, experience and expertise to a specific problem (De Vos, 2002: 431). For managers and practitioners of the different departments and focus groups, interview schedules were completed in order to guide the researcher in the collection of data from the subjects of the study.

Through the interview schedules, the study sought to understand how role players and communities defined the concepts of integration, participation,

collaboration and empowerment of communities in the implementation of the integrated approach to development at community level. The study also explored the perceptions of role players on the extent of integration in community development. The study considered whether integration and the integrated approach in community development processes within the target municipality had been adequately adapted to the social reality, and whether these had also been adequately operationalized.

1.5.3. Data analysis

Qualitative data analysis was used in the study. Qualitative data analysis refers to the examination and interpretation of interviews and observations, for the purpose of discovering underlying meanings and patterns of relationships in the study (Babbie, 2004: 370). In data analysis recurring patterns or responses that cut across the data were identified (Merriam, 2002: 6). The study analyzed data according to predetermined themes to gauge perceptions on the understanding of key concepts, the extent of integration in community development, perceptions on community participation, the challenges, the impact and lessons learnt on integration.

1.6. ETHICAL CONSIDERATIONS

Informed consent and confidentiality were considered from an ethical perspective in relation to the study.

1.6.1. Informed Consent

Bailey (1987: 409) noted that informed consent of participants in research is important and consent to participate in the study is based on information participants receive on the study and its purpose. Therefore the researcher informed the participants about the study and its purpose and obtained their consent to participate in the study.

1.6.2. Confidentiality and anonymity

The researcher noted that confidentiality and anonymity are important ethics when conducting the study. Bless and Higson-Smith (1995: 102) noted that this is part of the process of involving participants in the study. The researcher assured the participants of confidentiality of their responses as well as anonymity.

1.7. VALUE OF THE STUDY

The findings will assist in identifying gaps that need to be addressed in the area of integration by professionals across government departments, non-governmental organizations, local and district municipalities and other sectors in the Alfred Nzo District. It will also assist in making service providers aware of the findings obtained and thus impact on the way the integrated approach is carried out in community development.

The researcher intends to present the findings of the study to relevant research participants and communities through a workshop that will be organized for the Alfred Nzo District. It is hoped that the findings will assist communities to understand the concepts of participation and empowerment in an integrated development approach and to use these concepts in their own development activities in an integrated manner. It is hoped that communities will understand and act on the processes around integration in their own development. The study will benefit government departments, municipalities and NGOs dealing with integrated development at community level.

1.8. DELIMITATION OF THE STUDY AND CHALLENGES

Since the method is a case study carried out in the area of Alfred Nzo, the findings cannot be generalized. The findings could, however, serve as a basis for further comprehensive studies on the integrated approach to community development. During the process of conducting the study, the researcher encountered some difficulties relating to the administration of the interview schedules. This had an impact on the period of the study and the collection of data for analysis.

1.9. ORGANIZATION OF THE STUDY

The study is presented in the following manner:

- (i) Chapter two contains a literature review covering the key themes; the understanding of key concepts related to the study, the discussion on the main characteristics of integration, the discussion on the aspects of African philosophy relevant to the study as well as the theoretical framework guiding the study and the strategies for integration and the integrated approach to community development.
- (ii) Chapter three focuses on the research design and methodology, objectives of the study, location of the study and sampling methods, data collection, data analysis, ethical considerations, value of the study and limitations of the study.
- (iii) Chapter four deals with the presentation of data collected and organized according to the following key themes: profiles of the respondents, the understanding of key terms, perception on the extent of integration and integrated approach, community participation, impact of integration, challenges, values related to integration and the integrated approach and finally lessons learnt in community development.
- (iv) Chapter five presents the analysis of findings, conclusions and recommendations.

CHAPTER 2 LITERATURE REVIEW

2.1. INTRODUCTION

The aim of this chapter is to present the literature reviewed in relation to the critical aspects of the study. The rationale for the study centres on the concept of integration and the integrated approach to community development as it is applied and implemented in the Alfred Nzo District Municipality in the Eastern Cape Province. The literature reviewed is related to the notion of integration and the integrated approach within the context of poverty and community development. The first section presents a discussion of key terms/concepts of the study such as in integration and the integrated approach, including related aspects to these concepts such as poverty and community development which incorporates development, community participation, empowerment and partnerships. The second section of the chapter covers aspects of African philosophy considered relevant to the study, specifically in understanding integration and the integrated approach. This section includes concepts such as Ubuntu and collectivism, comparisons between individualism and the collective perception and the importance of values for integration and the integrated approach to community development. This will be followed by a discussion of systems theory which the study identifies as a critical theoretical framework for the integrated approach to community development and includes elements of the social and ecological perspectives. The final section of this chapter presents two current strategies for integration in South Africa, namely, the Integrated Sustainable Rural Development Program and the Integrated Development Plan.

2.2. UNDERSTANDING OF KEY CONCEPTS

2.2.1. Integration and the Integrated Approach to Community Development

An integrated approach to community development is needed in South Africa, where development has been skewed due to the policies of separate development during the apartheid era. As a result, rural areas were neglected. One of the reasons for the need for an integrated approach is to address poverty and underdevelopment. It is therefore important to understand what integration and an integrated approach seeks to achieve in community development.

Ferrinho (1980: 94) in Lombard (1991: 13) views the integrated approach as a system representing an important characteristic, namely that of synergy. In synergy there are social, economic and spiritual elements, which although different, must function together. He further states that the effect of this synergy is that while one method contributes towards improving the social functioning of people in a specific area, it can also contribute towards improving the individual's social functioning in another area (in the group or community context).

Therefore, this means that integration of the individual within the group and the community is critical to ensuring integration of plans and programmes of development. Lombard (1991:20) further states that improvement in a group and community context in turn makes a contribution towards improving the social functioning of the individual in an integrated manner.

2.2.1.1. Main characteristics of integration

Blakey (1979: 17-21) in Kotze and Swanepoel and De Beer (1983: 2) notes that integration in community development as a method of planned change accepts that people can find ways to solve their problems through collective efforts. It subscribes to the belief that people's productive potential can be enhanced through the creation of institutions that embrace integration. It tends to be anticipatory and oriented toward socio-economic goals and aims at the design of socio-economic institutions that will close the gap between human aspirations and available resources.

Integration tends to make a change in the total environment. This means that all community conditions are taken into consideration in assessing the need and the strategy for integration. Hence, integration also stresses the use of intervention through group and collective efforts (Kotze and Swanepoel, 1983: 2-3). Yimam (1999: 291) indicated that for development to be successful the various areas of social development are multi-sectoral and cannot and should not be treated in isolation. Therefore a multi-disciplinary, multi-sectoral approach is necessary to ensure a well co-ordinated integration (Yimam, 1999: 291).

Integration also entails participation of the local population in development (Coetzee and Lightelm, 1989: 355). Through local participation a "cultural process that respects the values and norms of the community as well as an appropriate political framework for integrated community development" is needed in order to ensure that integration and an integrated approach is implemented within the framework of values that govern a particular society (Coetzee and Lightelm (1989:356)

It is important that in an integrated approach to community development, the representatives of the people in the community in voluntary and non-voluntary bodies, form part of a team. This team should make a choice of priorities, implement joint programmes and provide integrated services to the community (Yimam, 1999: 292). Thus integration helps to minimize unhealthy competition and rivalry among government departments and to avoid wastage of resources (Yimam, 1999: 292). This necessitates “integration as an appropriate mechanism for effective co-ordination” in community development (Yimam, 1999: 292).

In community development the nature of human experience and interaction is complex. Many programmes have sought to look for a single aspect of development while ignoring others. Such an approach is not likely to produce the required results of integration because they derive from linear thinking rather than an integrated approach that is at the centre of an ecological perspective (Ife 1999: 131). On the other hand, according to Ife (1999: 127) many programmes of economic community development were also carried out on the assumption that from economic development everything else would fall into place, while in the process ignored other aspects such as the social, cultural, psychological and spiritual aspects. Integrated development therefore includes more than economic and technical aspects but is integrative in terms of all aspects of development.

Another characteristic of integration involves the co-operation of role players on matters of community development. This co-operation leads to multi-faceted planning, sharing of information and plans to address the different needs of the communities in a comprehensive manner. Co-operation demands that the community participates with other role players in planning. It is only through interacting with other role players that the communities become aware of what integration is and how it is applied in the planning for development in their areas (ISRDP, 2004:12).

Integration and the integrated approach provides communities in South Africa with the opportunity to take part in their own development. However, the challenge facing integration and the integrated approach is to accelerate appropriate strategies to address the alienation and social marginalization of vast sectors of the South African population. It is imperative that an inter-sectoral response within the Government and civil society be employed to address the needs of the people (White Paper for Social Welfare, 1997: 1-2). In the integrated approach to community development, there is collaboration of stakeholders/role players as partners in jointly defining development needs and goals and designing appropriate processes to reach these goals (Botes and Van Rensburg, 2000: 53-54).

Furthermore, in integration members of each system bring their own values, priorities, ideas, hidden agendas, vested interests and needs to the shared arena. All of the stakeholders/role players must be ready to negotiate, compromise and work to achieve the kind of consensus that is essential if the planning process is to be anything more than an exercise that frustrates all concerned role players (Archer, Kelly and Bisch, 1984: 22). It is vital that in order to effectively implement integration, knowledge of the various stakeholders involved is very important. The following discussion presents some of the role players involved in the integrated approach to community development.

2.2.1.2. Stakeholders/Role Players involved in the Integrated Approach to Community Development

May and Schalwyk (1999: 5-6) noted that certain bodies or institutions have an important role to play because of their economic, social, political or moral position within the area of integration in community development. Community leaders also have a responsibility to mobilize community involvement and support for the integration processes (May and Schalwyk, 1999: 5-6). The Non-profit organizations (NPOs) are also stakeholders who can contribute through the creation of a positive public awareness of the integration processes and assist by

ensuring meaningful participation by residents and stakeholders (May and Schalwyk, 1999: 5). The Non-governmental organizations (NGOs) play a part in this chain by working together with the community to promote participation through resource mobilization. They have the capacity to be innovative and to adapt, and to help increase the diversity of opportunities. Public sector stakeholders consist of National, Provincial and Local Governments and parastatals such as Electricity Supply Commission (Eskom). The private sector consists of groups in commerce, industry and associations (Swanepoel and De Beer, 2006: 17-19).

Lastly, the community-based sector is founded and run by people within the communities. These include traditional leaders, politicians, women and youth associations. Swanepoel and De Beer (1998:41-42) noted that the community-based organizations task is to act as channels of communication for development. Their work is to link up with outside organizations and to mobilize the local people so that they can play their proper role in development. Swanepoel and De Beer (1998: 41-42) indicated that community based organizations provide a basis for development as they bring the community together around mutual concerns and needs. All these stakeholders/role players therefore need to work together to fulfill functions of integration in community development. It is important that communities have knowledge of the role players who facilitate development. Given the different and wide variety of role players in community development, co-ordination and collaboration become important elements of integration.

2.2.1.3. Critical Elements of Integration in Community Development: Co-ordination and Collaboration

Coulshed (1991: 11) explains that co-ordination “is a process involving the transfer of information between people to avoid overlap of work and to ensure that effort, resources, policy and procedures are balanced across the total organization”. Swanepoel and De Beer (2000: 127-128) indicated that

“Governments, Non-Governmental Organizations (NGOs) and local communities (should) work hand in hand in order to maximize the impact of their efforts and to avoid unnecessary duplication or conflicts”. Government as a role player in development has resources that communities may access. However, De Beer and Swanepoel (1997:61) noted that in co-ordination it happens that the government being the main financial and technical provider at times co-ordinates policies through a top-down approach resulting in communities being informed of what to do and having no choice but to comply.

Kotze (1997: 30) argues that co-ordination, as it specifically relates to integration is conducive to the optimal utilization of resources. Different sectors in community development contribute to development and therefore inter-sectoral co-ordination is essential for the success of the programmes that are implemented (Kotze, 1997:30). Therefore, if there is no integration through co-ordination, then a possible consequence is the duplication of effort and wastage of resources. An example is in Alfred Nzo District; a specific department has put funds towards a specific project that another department has also awarded funds. This illustrates duplication. These resources could have been allocated towards another community development programme in another area.

De Beer and Swanepoel (1998: 63) indicate that co-ordination is also essential in community development as the “holistic character of development is recognized and acknowledged then one can talk of the necessity of a total systems approach” in development. Such an approach requires that all the participating organizations, be it government, private sector or communities have the same goals and objectives which they strive to obtain through interrelated and integrated programmes (De Beer and Swanepoel, 1998: 64).

In spite of the problems such as duplication of services surrounding co-ordination, Yimam (1999: 290) noted that the areas of development, community development in particular, is multi-sectoral and cannot and therefore should not

be treated in isolation. It is not possible for a single sector to cover all the areas that fall within the framework of (integrated) development. No one department is capable of initiating, organizing and implementing all the programmes that are likely to come under the rubric of (integrated) development. A multidisciplinary approach is necessary in order to ensure that each area is developed and that there is proper co-ordination (Yimam, 1999: 291).

Collaboration is another element important in the implementation of integration. Archer, Kelly and Bisch (1984: 22) indicate that in collaboration role players and community members in the intersystem together define what, how, when, by whom, and most of all why something is done. In this way both “consultant (role players) and community members express their preferences and learn from the situations they have shared as well as from each other”. Archer, Kelly and Bisch, (1984:22) also pointed out that collaboration is not characterized by role players or community members giving each other preconceived lists of goals, alternatives or actions from which to make choices nor does it involve forced choice situations where one must choose one alternative or the other.

Collaboration “stresses the need for continuous and active involvement of the people who will be affected by the outcome of the planning process in all phases of that process” (Archer, Kelly and Bisch, 1984: 22). Under this condition the authors note that members of the role players and members of the target community mutually work together in a collaborative manner throughout the process towards mutually agreed-on goals and outcomes. Co-ordination and collaboration are therefore important elements that drive processes of integration and the implementation of the integrated approach. Integration involves various role players with their own style of work. There are challenges that are experienced in relation to implementation. These challenges are discussed hereunder.

2.2.1.4. Challenges facing integration in community development

Concerning challenges affecting integration is the manner in which stakeholders/role players operate and the manner in which communities participate. The challenge on integrated approach to community development by the stakeholders also includes a lack of proper interpretation, co-ordination and a thorough consultation of other stakeholders and communities (Davids, Theron and Mapunye, 2005: 137). As a result of the lack of thorough consultation, there is not enough social mobilization of communities around the integrated development (Davids, Theron and Mapunye, 2005: 137).

Theron (2005: 143-144) noted that on the implementation of Integrated Development Planning, despite the good work done relating to development and the fighting of poverty, at times citizens were seldom consulted about their needs. Citizens were typically unaware of the standards of service they should be demanding. This means that there is a “lack of awareness among the people in the communities of their rights or opportunities in terms of integration” (De Beer and Swanepoel, 1998: 47-48). Information dissemination campaigns were not always comprehensive and there were gaps between the institutions managed by the role players and the communities they served because limited efforts were made to keep the communities informed of the performance of the stakeholders/role players and their institutions. Furthermore, De Beer and Swanepoel (1997: 47-48) noted that in integration constraints such as rigid professional attitudes are a result of the reluctance of stakeholders and project staff to work together. Du Mhango (1998: 4-5) argued that at times the tendency of government officials is to apply a top-down planning approach and to be unwilling to share their decision-making powers with the development clientele or the beneficiaries of development. To them participation of the beneficiaries in development planning processes weakens their authority and participatory activities are perceived as being subversive to their powers (Du Mhango, 1998: 4-5). It must be noted that community development encourages community

participation and involvement; hence it is important to minimize the challenges experienced.

Ovretveit (1993: 185) noted that one of the most frequent barriers to effective integration occurs when co-operation and communication are not effected properly. This relates to stakeholders/role players not having time to establish and maintain systems to make co-operation and communications work. Therefore the stakeholders fail in matters such as setting up regular meetings, “agreeing on contact points and times and also not having time to use the systems properly (such as lateness and missing meetings” (Ovretveit, 1993:185). Furthermore, one of the challenges around integration is also the perceived competition that exists among stakeholders which prevents integration and co-operation (De Beer and Swanepoel, 1997: 47-48).

The challenge of integration and an integrated approach is further related to the capacity of the stakeholders/role players and the communities. This is noted by De Beer and Swanepoel (1998: 67) that while government officials are expected to “implement community development in an integrated, holistic and community empowering way, (however), they are not in all instances fully equipped to do this”. Moreover, De Beer and Swanepoel (1998: 67) noted that members of the committees in projects or communities sometimes lack basic skills and do not have the necessary capacity or knowledge to enable them to co-ordinate or at times inappropriate training is provided in a haphazard way. However, where the training and competency levels of officials are low they tend to “shun contact and co-operation with colleagues and the public” (Kotze, 1997: 30-31). Furthermore, some of these practitioners have not been trained on the basic terms and theories applicable to the practice of community development. Thus, they do not fully understand integration and other aspects that affect their work as practitioners (Swanepoel and De Beer, 1998: 111).

De Beer and Swanepoel (1998: 67) noted that the need for proper co-ordination stems from a need for cost effectiveness and goal achievement. The notable challenge for co-ordination arises when co-ordination is viewed by some government departments as important, while others do not see it as a major responsibility (De Beer and Swanepoel, 1998: 67). Moreover, co-ordination is made more difficult if the co-ordinator has to rely on persuasion and influence rather than on delegated powers. Therefore co-ordination methods have to be “adapted to accommodate the different kinds of problems and the people encountered from one place to another” (Kotze, 1997: 31).

At times the participating organizations provide the least possible information to other institutions and participate as little as possible in meetings and withhold their resources from possible concerted efforts (Kotze, 1997:31-32). Lack of integration results in a poorly formulated and designed integration strategy with inadequate attention paid to delegated and devolved powers. Integration with co-ordination could also break down where a single organization is dominating operations (Kotze, 1997: 30) However, the researcher believes in order to ensure that all parties are doing what they are expected to do, genuine discussions need to be implemented.

The challenges to integration with regards to resources include lack of resources such as finance and human, lack of capacity and infrastructure, poor communication, planning and co-ordination of processes linked with the silo approach in which the stakeholders conduct work on their own (Davids, Theron and Mapunye, 2005: 137). This challenge relates to the fact that budget cycles in government departments and municipalities are poorly co-ordinated and there are gaps in budgeting for the Integrated Sustainable Rural Development Programmes. This means that the budget is not aligned and activities by different role players are not synchronized in terms of planning and implementation (ISRDP, 2004: 12-13).

Another challenge for integration is related to role differentiation and role integration. According to Davids, Theron and Mapunye (2005: 147) the challenge arises due to confusion and no clear definition of the roles played by the different role players in the planning and implementation of programmes. As a result, communities and other stakeholders do not become an inclusive part of integration as they should be (Davids, Theron and Mapunye, 2005: 147). Furthermore, communities are not adequately mobilized in their quest for development and thus are not becoming actively aware of the concept of integration and how to utilize it to their own benefit (Davids, Theron and Mapunye, 2005: 147). Due to the implementation of integration and an integrated approach to community, it is important to examine the impact this implementation has on the role players and communities.

2.2.1.5. Impact of the Integrated Approach at the Community Level

The impact of integration underlies the fact that there is integration between decision makers, planners, development practitioners and the community as well as integration of the sectors of the economy in community development (Coetzee and Lightelm, 1989: 353). Therefore, the integrated approach to community development can be seen as an integration of development, economically, socially, politically and culturally as well as an integration of efforts by all government, development institutions and the communities to bring about development (Kotze and Swanepoel, 1983:11). An integrated approach means that there is integration of objectives as well as an integration of efforts in community development (Kotze and Swanepoel, 1983: 11). This translates to a “more holistic approach which requires that the community co-operates and works together with NGO’s and other service providers with regard to their development” (De Beer and Swanepoel, 1997: 47). Pieterse (2001: 60) suggests that development then would be planned and implemented in a manner that maximized the potential of appropriate linkages with other interventions.

Involvement of the community therefore enhances their opportunities to influence the shape of their future. The people's own knowledge of their area is a better resource for development rather than relying solely on outside people for their skills. Therefore, the people's skills and initiative must be properly utilised and made use of in the development processes (Du Mhango, 1998: 5). Therefore Du Mhango (1998: 7-8) claims that the involvement of both the officials/professionals and community members at grassroots level as partners in the joint venture of the development planning process is vital. This is planning that Du Mhango refers to as the hybrid planning approach in development. Furthermore, the integrated approach ensures that community based organizations are the most appropriate actors in development; hence a concerted effort needs to be continuously made to capacitate them so that they in turn can develop into recognized organizations, able to advocate development together with their communities (Theron, 2005: 143-44). Integration is bound to work adequately if different institutions do not work in isolation but in synergy with the integration processes (Theron, 2005: 140-141). Integration is the most important strategic intervention for the development of people at community level. Theron (2005: 147) notes that it serves as a catalyst for growth and development through engaging people at grassroots level. Therefore it is an approach that has to be grasped with both hands by the public and the local government institutions, departments, stakeholders and everyone involved in development at grassroots level (Theron, 2005: 147).

Cook (1999: 3) in showing the impact of integration noted that the integrated approach is largely a reaction to the failures of sector policies. Unlike other strategies that seem to isolate the multi-sector in comparison to a single sector, the integrated approach encompasses social, economic, cultural, psychological and spiritual elements. Therefore the capacities of the whole community profit from a variety of ways in which the different parts or (sectors) function together (Cook, 1999: 7).

2.2.2. Poverty and Community Development

The World Bank sought to define poverty as the inability of individuals to attain a minimum standard of living, measured in terms of basic consumption needs or income required (Pieterse, 2001: 45). It is generally accepted that poverty is different for everyone experiencing it. This means that poverty is multi-dimensional and as such needs an integrated and holistic approach. Poverty is embedded in the social relations of power and inequality. As poverty is also embedded in power relations many poor communities suffer from poverty due to lack of empowerment that comes without education and technical skills or knowledge (Pieterse, 2001: 45). Therefore when interventions are being made, it should be recognized that poverty is multi-dimensional and it needs to be addressed as such at community level. In South Africa we have what Swanepoel and De Beer (2000: 2-3) term “community poverty”. It manifests itself where almost everyone in the community is poor. Swanepoel and De Beer (2000) noted that this form of poverty is found mostly but not exclusively in rural areas and in informal or squatter camps in cities. However, it has to be noted that any effort to meet the goals of alleviating poverty should be implemented in a more multi-dimensional manner in the areas affected.

In South Africa, 40 % of the households have been described as ultra or extremely poor while 20% are classified as poor. This is termed as absolute poverty or deprivation. Just fewer than 50 % or almost half of the South African population is classified as poor and this on its own indicates that the majority of people are living below the poverty line and efforts of all concerned are desperately needed to reverse the situation (May, 2000:80-83). The poor are believed to be mostly rural with 70, 9 % being poor and to be found mostly in the provinces of the Eastern Cape, Limpopo, KwaZulu-Natal and the North-West (May, 2000:80-83). Therefore, Communities in provinces like the Eastern Cape, Limpopo and Kwazulu-Natal experience more poverty than other provinces which are considered to be more urban, like Gauteng and Western Cape.

In comparison to urban areas, these areas have a lack of infrastructure facilities like those relating to health and education as compared to urban areas. At times this has led to people moving from rural to urban areas (Pieterse, 2001: 45). The author also noted that effective responses to community poverty must be rooted in the experience of the needs of the poor communities themselves and thus be driven by these groups in order to give practical content to the ideal of empowerment at community development level (Pieterse, 2001: 45).

It is within this context of poverty in the rural communities of South Africa that integration must become a useful element of intervention through community development. Integration becomes imperative to address the multi-dimensional elements of poverty that affect these rural communities in South Africa. Patel, Africa and Magwaza (1997: 29) noted that most sectors, both government and private cannot resolve poverty separately but rather should form part of an integrated approach and develop strategic interventions to target specific local poverty local issues (Patel, Africa and Magwaza, 1997: 29). An understanding of the notion of development is presented before attempting to explore the concept of community development.

Thomas (2000: 28) argued that defining or understanding the meaning of development could apply to any field. However, the author noted that there is a general agreement that the term development is used as a vision or description of the measure of the state of being of a particular society. Development is used as an historical process of social change, in which societies are transformed over long periods. It also consists of deliberate efforts aimed at improvement of communities on the part of various agencies including governments and all kinds of organizations and social movements (Thomas, 2000: 28). This means that development within communities is “the responsibility of a wide range of disciplines and must be seen as an umbrella activity in which a variety of disciplines or spheres can be involved” (Midgley, 1995: 23).

According to Campfens (1997: 459) a challenge exists for community development to overcome boundaries erected during the past century through the processes of specialization among various disciplines and professions. The author maintains that “although specialization created deeper knowledge, it not only resulted in fragmentation in the way people’s day to day needs are responded to, but also in the resistance from these disciplines and professions which see their interest as tied to specialized frameworks” (Campfens, 1997: 459). Dunham (1970: 140) in Gray (1998: 59) defines community development “as organized efforts of the local community to improve the conditions and life of the community and to improve the capacity of the people for participation, self-direction and integrated efforts in community affairs”. On the one hand, Rothman (1995) in Gray (1998: 60) referred to community development as locality development which he defined as “the process to create conditions of economic and social progress for the whole community with its active participation and the fullest possible reliance on the community’s initiative”.

On the other hand, according to Roodt (2001: 470) community development is a conscious process where communities are assisted by the developed community to achieve improved standards of social and economic life. Therefore development specifically at the community level has to be integrated. As this integrated approach supports development that takes place at the community level, community participation is therefore central towards the successful implementation of the development initiatives within community development.

2.2.2.1. Community Participation, Empowerment and Partnerships

Participation of community members in their development is a critical principle of community development. According to Davids, Theron and Mapunye (2005: 114), participation is viewed as an active process in which the participants take initiatives and action that is stimulated by their own thinking and deliberation and over which they can exert effective control.

According to Burkey (1993: 56) in Schenk (2000: 63) participation is essential for human development. The author noted that it is through community participation that self-confidence, pride, creativity, responsibility and co-operation develop and people are empowered and are therefore able to take charge of their own development. Participation respects the dignity of people and it implies that they are worthy; hence they are able to decide about their own lives and development.

In participation, communities have a critical role to play in integrated community development. Taylor and Roberts (1985: 46) noted that the competent community is one which is able to collaborate effectively in identifying the problems and needs of its community; Further, it can collaborate effectively in the required actions. Cotrell (1976: 197) in Taylor and Roberts (1985: 46) stated that such a community will be competent in managing conflict that arises out of collaboration as well as leading discussions and in locating, obtaining and using resources (Taylor and Roberts, 1985: 46). The authors further indicate that collaboration involves all participants in the process who, together consider all of the possible options at least in so far as they can be identified and share in decision making with the objective of mutual gain for the benefit of all (Archer, Kelly and Bisch, 1984: 22). The challenge is ensuring that all partners are committed to the integrated community development process. Taking participation into account, the principle for effective integration appropriate for involvement of communities is to include them from the outset and to have an agreed and negotiated agenda with clear terms of reference (Odendaal, 2002: 291-294).

Empowerment is an important characteristic of community development and participation. De Beer and Swanepoel (1997) indicate that empowerment does not necessarily refer to giving people facilities they were previously denied or life skills they lack. It is more about allowing the community to acquire power to make their own decisions in areas of development. Therefore empowerment must be a process that is more than simply opening up decision making

however, “it must also include the processes that lead people to perceive themselves as able and entitled to occupy that decision making space”(Preston and Smith, 1996: 87). Empowerment must also ensure that people in the community are conscientised therefore “becoming subjects in their own lives and developing a critical consciousness, an understanding of their circumstances and their social environment and thus be able to take decisions” (Preston and Smith, 1996: 88). Mcwhirter (1991) in Preston and Smith (1996: 89) put this into perspective when he noted that empowerment is a process “by which people, organizations and groups who are powerless become aware of power dynamics at work, in their life context and develop the skills and capacity for gaining some reasonable control over their lives”.

Another element important in the integrated approach to community development is partnerships. The White Paper on Municipal Services Partnerships (2001: 10) indicated that well-structured and properly implemented partnerships can lead to significant improvements in the efficiency of service delivery. Greater efficiency means that significantly more resources can be delivered while still remaining within the overall budget limits (White Paper on Municipal Services Partnerships, 2001:10). Therefore partnership arrangements with the CBOs and NGOs can promote social and economic development in communities and empower civil society at the local level (White Paper on Municipal Services Partnerships, 2001: 12).

2.3. ASPECTS OF AFRICAN PHILOSOPHY RELEVANT TO THE STUDY

It is vital to understand that in African society and over the centuries a system “which guarantees communal benefits for all” and is aligned to community development is valued (Mtembu, 1996: 224). This means that Africans in their community life have lived in an integrated communal way. Among the ways that Africans embraced integration is through ubuntu and collectivism which will be discussed in detail. This will be followed by comparisons of individualism and collectivism which is meant to highlight the impact of integration within the African

philosophical context. The review of the literature demonstrate the value of understanding the way Africans utilised integration in the past and to know how this integration can be utilised in approaches to community development in the current context.

2.3.1. Ubuntu and the collective context

“Ubuntu” represents one of the most important aspects of integration within the philosophical context of the African community. It is a concept encompassing key values such as solidarity, conformity, compassion, respect, human dignity and collective unity (Botes and Van Rensburg, 2000: 53-54). Prinsloo (2000: 42) noted that ubuntu embodies a tradition of co-operation in which the individuals’ creativity in the work situation must go hand in hand with co-operation. Also, Ramose (2002: 231) claimed that ubuntu, understood as being human (humanness) indicates a humane, respectful, and polite attitude towards others. The author further argues that ubuntu also means the recognition of being and becoming (Ramose, 2002: 231). Ubuntu therefore motivates individuals to work as integral parts of the community and this helps to enhance co-operation and creativity for that community.

Broodryk (2002: 21) further demonstrates the element of integration through describing “ubuntu” as being the principle of caring for each other’s well-being which must be promoted and fostered within the spirit of mutual support. He added that in ubuntu each individual’s humanity is ideally expressed through his or her relationship with others and theirs in turn through recognition of the individual’s humanity. Ubuntu means that people are people through other people. It also acknowledges both the rights and the responsibilities of every citizen in promoting individual and societal well-being. Therefore, ubuntu encompasses human relationships through key aspects such as co-operation, collective unity and mutual support which are vital integrative elements. The emphasis is on the relationship between individuals for the achievement of the collective good, which is the essence of community development.

2.3.2. Collectivism

Another element of integration within the African context is collectivism. Broodryk (2002: 69) indicated that collectivism is an inclusive and communal way which Africans have and still are performing in their everyday lives (Broodryk, 2002: 69). Through collectivism the individual in any African community becomes conscious of his own being, his duties and his responsibilities towards himself only in terms of other people. Therefore, collectivism indicates that “what happens to an individual happens to the whole community and whatever happens to the community happens to the individual” (Sogolo, 1993: 191). Therefore the importance of the integrated facets of human life is that the human being is not only in the environment but is also an integral part of the environment (Swanepoel and De Beer, 1998: 44). Therefore, the individual becomes an integral part of society. Furthermore, Menkiti (1979: 158,166) notes that in the African philosophical view, it is the community that defines the person and his behaviour or way of life. Therefore in terms of community, the African way of life is that “I am because we are” (Menkiti, 1979: 158,166). This indicates the collective and integrative ways of living in African communities.

This study proposes that although South Africans went through a period of apartheid, the opportunity exists to reclaim their right as communities within the context of a collective integrated approach to development. The notion of interdependence has more significance than independence in African philosophy. Wiredu (2004) stated that humans are defined and individuated within a collective context and the concept of separate beings entirely independent of one another is considered foreign in African philosophy. The thinking is that created beings preserve a bond with one another and are bound to the creator.

Mbiti in Wiredu (2004: 337) also suggests that in traditional life the individual does not and cannot exist alone except in the corporate world. The individual owes his existence to other people including those of past generations and contemporaries. He is therefore part of the whole (Wiredu, 2004: 337). Mjoli

(1987: 7-18) in Lombard (1991: 2-3) makes a distinction between a modern Western and traditional African system with regard to a psychological and social value system. The author argues that the traditionally African system is more “communalistic” and places a much higher value on relationships with other people (particularly the unique value of ubuntu or humaneness) than Western values which tend to be more individualistically “inner-directed” (Lombard, 1991: 3). African philosophy places individuals as part of the community through relationships and value systems.

2.3. 3. Comparisons between Individualism and the collective perspective

Beck (1994: 177) quoted in Hopper (2003: 30) notes that individualism especially in the period of modernization is premised upon the notion that in a world increasingly devoid of the constraints imposed by tradition, the individual has more freedom and it is easy and possible for individuals to make their own lifestyles and their own decisions as independent beings. As a consequence thereof, the individual becomes aware of his or her ability to forge his/her own way of life and hence he/she becomes more aware of him/herself (Hopper, 2003: 30). Individualism therefore entails that people are not so well embedded in the community in terms of their way of life. This is in sharp contrast to the integrative collective way of life proposed in African philosophy. In the African context, the individual's independence is located in an interdependent framework.

In contrast to individualism, Wiredu notes that in the collective perspective, whatever happens to the individual happens to the whole group and whatever happens to the whole group happens to the individual (Wiredu, 2004: 337). Therefore the individual can only say, “I am because we are and since we are, therefore I am” (Wiredu, 2004: 337). Therefore the African views that a person exists as an individual within the context of the community and that through a collective and integrative way of life the community is responsible for the individual in the society. Through this collective way, whatever happens to the

individual affects the whole community. The notion of interdependence is proposed in the relationship between the individual and the community.

According to Steyn and Motshabi (2002: 60) the African thought asserts that “humans move from society to individuals” rather than in the manner of Western thought where individuals move “from individuals to society”. In supporting this view Bell (2002: 60) indicates that Africans do not think of themselves as discrete individuals but understand themselves as part of the community. The integration of individuality into community in Africa traditional society is so engrained within the life of the community (Bell, 2002: 63). In South Africa today due to the high incidence of abuse and neglect of children, the National Department of Social Development has requested a collective community response through the notion of shared and integrated responsibility in caring for children: - “umntwana wam ngumntwana wakho”. Translated, it says, “my child is your child”. This invokes and denotes the collective conscience of the South African communities to collectively care and protect children. Ubuntu and collectivism depend on these values for their smooth operation.

2.3. 4. Values as Determinants of integration in Community development

Values represent the collective regulation of behaviour, beliefs, culture and the way of life that has to be in sync with the African communal way (Odetola and Ademola, 1985: 46). In African society, traditional values emphasize integration; more emphasis is put on the group rather than the individual, on solidarity rather than on the activity and needs of the individual, and more on the communion of persons than on their autonomy (Odetola and Ademola, 1985: 45-46). One of those values is co-operation. Co-operation is voluntarily given and there is the possibility of individuals foregoing their own interests when the interest of the community is at stake (Gbadegesin, 1991: 65). The author states that “co-operation and mutual helpfulness are virtues enjoyed as essential, without them, the community cannot long endure. Its survival depends on its solidarity”.

(Broodryk, 2002: 69) noted that in African philosophy, co-operation is preferred to competition not because people should not compete, but because it is believed that institutions are better served by interdependence in a co-operative spirit. Co-operation therefore emphasizes the integrative way of living in African communities. This indicates the importance of values as the cohesive aspect of integration in community development.

In addition to the framework of integration within an African context, it is important to understand the modern theoretical framework guiding the concept of the integrated approach to community development. The following is the review of the systems theory which underpins the concept of integration and an integrated approach to community development and this study

2.4. THEORETICAL FRAMEWORK UNDERPINNING THE INTEGRATED APPROACH TO COMMUNITY DEVELOPMENT

In order to fully understand the concept of integration and an integrated approach to community development, the systems theory incorporating social systems and ecological systems perspectives, has been chosen as a theoretical framework.

2.4.1. Systems Theory

Systems theory encompasses various systems important for integration. The systems theory, which includes the social, economic and ecological elements, considers the interaction between humans and the environment. This indicates inclusiveness and synergy of the different aspects of life. The systems theory and its elements provide the basis for understanding these different elements and how they function in order to bring about collective /integrative outcomes. Archer, Kelly and Bisch (1984: 5) state that the systems theory denotes that parts of a system are interdependently interrelated in such a way that change in one part of the system ripples or reverberates throughout the entire system. This

effect invokes change in other parts of the system and therefore in the whole system. It is this interdependent functioning of the parts that creates the wholeness of the system, so that the system behaves as a whole single entity and not as a mere conglomeration of individual parts (Archer, Kelly and Bisch, 1984: 9). Holism and interdependence are the signifying characteristics of the systems theory.

2.4.1.1. Holism

One of the elements of the systems theory is that it contains wholeness or holism. According to Archer, Kelly and Bisch (1984: 5) the term holism, a derivation of the Greek word 'holos', means whole (Archer, Kelly and Bisch, 1984: 5). Holism leads to the evolution of a progressive series of greater wholes. Therefore, wholeness is an important characteristic of nature. To demonstrate systems theory, Archer, Kelly and Bisch (1984: 5-6) noted that human beings are an integral part of nature and cannot stand outside of nature to observe and measure it. However, systems as wholes can be analyzed in different ways. The holistic perspective means that no single aspect of a community can be understood unless its relation to other aspects of the community's total way of life is explored. Therefore Bailey (1988: 12-13) argues that the holistic perspective requires that the practitioner working in communities must investigate how those rituals are influenced by the people's family life, economic forces, political leadership, gender and a host of other factors.

Archer, Kelly and Bisch (1984: 6) argued that in holism although the parts of the whole are dynamically interrelated, however, it is the totality of the interrelated parts that determines the unique characteristics of the whole which cannot be created by simply adding the parts together. In other words the whole does not exist simply by virtue of its parts, but has a character and life of its own because it has additional properties of pattern and organization that emerge as a result of the interrelationship of its parts. Therefore, the study proposes that there is a combination of different stakeholders and sectors in the integrated approach,

when working together; they project a new approach that is unique to how they operate as individual sectors or different entities. This means that the parts should creatively function together in order to integrate to form the whole. It must be noted that although the systems theory does not provide guidelines and prescripts for activity, it serves as a framework for thought emphasizing the cross influence of systems and subsystems (Lombard, 1991: 15). Although the systems theory provides the perspectives for embracing a holistic and interdependent conception of complex adaptive systems which must function together to provide direction, there are challenges related to the implementation of the theory (Turner, 1986: 533).

2.4.1.2. Systems Theory Challenges

Turner (1986: 533) notes that problems within systems, and internal functioning, often occur when roles, norms and contracts are unclear and poorly developed. However, when they are in well-defined active forms, roles and norms within systems they ensure maintenance and continuity of the change efforts (Turner, 1986: 533). This shows that when systems are not functioning properly there are dysfunctions which often cause problems in the way the systems are supposed to work. This is noted by Rodway (1986: 525) who indicates that to have better functioning systems despite the fact that inter-organizational boundaries between subsystems may create relationship difficulties between action systems, operating procedures, communication channels and membership components all need to be carefully delineated and monitored. These are some of the issues which integration has to contend with in its implementation. Such difficulties are evident in government departments who are faced with the task of implementing integration in community development.

The boundary between the systems must be permeable or flexible in order to enhance the need for mutuality and nurturance between the subsystems (Rodway, 1986: 527). The researcher is of the view that whatever disintegration may happen in a community, certain norms and values are prevalent in assisting reintegration into community life thereby ensuring normalization and continuity of life. The adaptability of systems provides hope for a turn around of negative situations in communities.

2.4.2. Social Systems Perspective

Flowing from the systems theory, Johnson and Yanca (2004: 11-12) explain the integrative approach through social systems which is an element of the systems theory. Social systems is thus useful in providing a means for conceptualizing linkages and relationships among seemingly different entities, individuals, families, small groups, communities and societies (Johnson and Yanca, 2004: 11).

According to Johnson and Yanca (2004: 11-12), for a social system to be able to maintain itself and fulfill its functions, the subsystem or part must make adjustments to their own functioning to meet the needs of the larger system. This indicates that the response calls for consideration of the needs of each system in relation to the whole situation. It has to be noted that each of the systems within development, be it social or economic, should bring its own dimension to the process of integration to ensure a holistic outcome. This means that in life, whether as individuals, families or communities, integration should take place within each of the subsystems in order to ensure a collective way of life.

Nkwiti as cited in Midgley (1995:177) identified the role of political processes in development, which he defined as denoting the transformation of social and economic relations, the political process being the enabler and by mobilizing and organizing communities resources to effect a shift in balance between the

already developed people and underdeveloped majority . Social Development deals with utilizing the “social system, social structure, institutions, services and policy and resources to generate favorable levels of living, interpreted in the broad sense as related to accepted social values and better distribution of income, wealth, and opportunities” (O’Brien, Mazibuko, 1998: 144-145).

2.4.3. Ecological Systems Perspective

The integrated approach to community development is also derived from the ecological system which is another element of the systems perspective. According to Lombard (1991: 14), ecology refers to the study of organisms and the relationships between living organisms and their environment. Therefore Kotze and Swanepoel (1983: 17) demonstrate the issue of integrated practice in community development through suggesting “apart from interaction with itself, the community also interacts with its geographic environment. This interaction between community and its environment forms an integral part of the community’s existence”. In support of the above statements, Nozick (1993: 26-27) maintains that ecological systems view the world as dynamic systems of relationships which are all connected living parts. The author writes that the ecological systems approach is about processes, relationships and the natural systems of integration which make up a holistic model of human and nonhuman development (Nozick, 1993: 27).

Gray (1998: 17) also states that this ecological systems theory ensures that people and the environment can be viewed as interacting systems which reciprocally influence each other. Therefore, the ecological system approach is appropriate because of its emphasis on integration as planning of integrated community development must be based on the integration and knowledge of social, cultural, economic, political and psychological needs (Kotze and Swanepoel, 1983: 19-20).

In addition, the ecological systems model as an integrated approach weaves together key elements from the entire main stream of development thinking. It views spirit and culture as the foundation and primary driving forces within authentic development. It balances the personal, political, economic, social and cultural factors (Kotze and Swanepoel, 1983: 19-20). It observes people's participation and processes of empowerment as fundamental strategies for action. It sees healing and personal growth as prerequisites to community development and concentrates on building the capacity of people and organizations to carry out their own development processes (Kotze and Swanepoel, 1983: 19-20). The social systems and ecological systems theories ensure that integration occurs due to the interrelatedness that takes place among component parts. This integration has to include the environment. Thus, people need to see themselves as part of the environment. Any development therefore must seek to protect and enhance the environment not only for the present but also for future generations.

2.5. STRATEGIES FOR INTEGRATION AND THE INTEGRATED APPROACH IN COMMUNITY DEVELOPMENT

Alfred Nzo District was declared a nodal area by the National government; the ISRDP and the IDP are therefore reference strategies for the integrated approach to community development. These two strategies are therefore discussed as follows.

2.5.1. Integrated Sustainable Rural Development Programme (ISRDP)

The ISRDP is understood "as a mechanism for using and developing institutional planning and management and funding mechanisms to focus the three spheres of government in more effective and efficient response to local needs and opportunities working in partnership with civil society and the private sector" (ISRDP, 2004: 3).

The main objective of the Integrated Sustainable Rural Development Programme (ISRDP) is to ensure that there is an integrated service delivery process through co-ordinated planning, resource allocation and implementation by government and other stakeholders in rural areas. At the implementation level, the ISRDP entails integrating the delivery of services and other elements of rural development in a co-ordinated manner across all the national, provincial and local government spheres, the private sector and other organs of society (ISRDP, 2004: 12). This integration ensures that the national, provincial and local spheres in different departments have programmes specifically directed at integrating the provision of services to communities in an integrated manner.

Another objective of the ISRDP is that of “enhanc(ing) the capacities of communities to be able to articulate their needs/priorities and thus participate in the planning, implementation and evaluation of their programmes within the context of the Integrated Development Plans (IDP) and Integrated Sustainable Rural Development Programme (ISRDP) (ISRDP, 2004: 12). Therefore, the ISRDP encourages the integration of plans, strategies and services by all stakeholders when delivering services to the community. These include government departments, municipalities, CBOs and communities. This means that in the Alfred Nzo District there must be an integration of plans for the twenty-four wards in the Umzimvubu local municipality, government departments, NGOs and the municipality to ensure that whatever services are initiated has been implemented with the full participation and input of different stakeholders. This is to ensure that communities receive the variety of services that are beneficial, rather than receiving services from one stakeholder only. It is therefore important that services are delivered in accordance with the objectives of the ISRDP in the Alfred Nzo Nodal Area.

2.5.2. The Integrated Development Planning (IDP)

Integrated Development Planning is defined as bringing together the efforts of national, provincial and regional and local government, and at municipality level, the efforts of individuals, groups, the private sector, and other stakeholders to set goals and work together in a carefully planned way to achieve these goals. It also means bringing together all important sectors, issues, and concerns into a whole. These issues therefore need the strategy of integrated development planning in order to implement programs in a holistic manner (May and Schalwyk 1999: 1-2). May and Schalwyk (1999: 5-6) noted that in the integration and integrated approach certain bodies or institutions have an important role to play because of their economic, social, political or moral positions within the area. Community leaders also have a responsibility to mobilize community involvement in and support of the integration processes (May and Schalwyk, 1999: 5-6).

The Integrated Development Planning (IDP) views the importance of integration of activities by all relevant stakeholders at local level as the key to integrated planning. Furthermore, in community projects or programmes the IDP , must not be seen as the sole responsibility of one individual or a few allocated role players. The participation of the communities in the Integrated Development Planning will also be greatly enhanced when the officials responsible for development make an effort to listen to the people and do not apply what is called ‘ a top-down approach’ which forces a community to accept whatever they have preplanned. In these situations Roodt (2001: 471) notes that often people are asked or dragged into operations of no particular interest to them in the very name of participation. Due to this, Atkinson (1992: 25) notes that public participation philosophy and strategy calls for a culture or ethos of citizen participation.

The appropriate implementation of the IDP will ensure that it is a document that is treasured by the community as belonging to them. This indicates that integration processes must be carefully considered to ensure that all role players are involved and are fully respected as equal partners on an integrated approach to community development.

2.6. CONCLUSION

The review discussed the key concepts of integration and an integrated approach to community development. The discussion has highlighted the characteristics of integration and the stakeholder/role players involved. The review also presented the critical element of integration in co-ordination, collaboration, empowerment and partnerships. The challenges of integration and its impact on communities were covered in this chapter. The African philosophical context on integration was discussed in the form of ubuntu and collectivism and comparisons between individualism and collectivism. The systems theory and its elements as a theoretical framework for integration have also been dealt with. The ISRDP and IDP were discussed as the strategies available for the implementation of the integrated approach to community development. The next chapter presents the research design and the methodology selected to conduct the study.

CHAPTER 3 RESEARCH DESIGN AND METHODOLOGY

3. 1. INTRODUCTION

This chapter presents the research design and methodology adopted to conduct the study and includes the location of the study and sampling methods, data collection and data analysis. Ethical considerations guiding the research process, such as informed consent, confidentiality and anonymity are also discussed in this chapter. This is followed by a discussion on the value as well as the limitations and challenges of the study. The research asks the following question, how are integration and the integrated approach conceptualized and applied in rural community development through municipalities in South Africa?

The aim of this study is to examine the manner and extent to which integration and the integrated approach is understood and implemented by the various stakeholders/role players in community development in the Alfred Nzo district of the Eastern Cape Province.

The objectives of the study are as follows:

- (i) To develop a conceptual understanding of integration and the integrated approach to community development by the different role players and communities within the area of Alfred Nzo.
- (ii) To determine perceptions of the extent to which integration takes place by different role players at community level within the ISRDP.
- (iii) To examine the extent to which community members participate in integrated community development processes.
- (iv) To determine the impact of implementation, if any, of the integrated approach to community development.
- (v) To explore the issues and challenges faced by the role players in the integrated approach to community development.
- (vi) To identify lessons learnt on integration and the integrated approach to community development

3.2. RESEARCH DESIGN AND METHODOLOGY

A research design is described as “a set of guidelines and instruction to be followed in addressing the research problem” (Mouton, 1998: 107). The design of this study was exploratory, descriptive and evaluative in order to meet the objectives of the study. Exploratory research is done “to gain insight into a situation, phenomenon, community or person” (Maykut and Morehouse, 1994: 44-45, Bless and Higson-Smith, 1995: 42-43;; Burns, 2000: 464; Tereblanche, Durkheim and Painter, 2006: 44-45). The study explored the conceptual understanding of integration and the integrated approach of the various roles players within the context of community development. The study also covered the perceptions on the extent of integration by role players, challenges facing integration within the communities and the lessons learned on integration and the integrated approach to community development. Integration and the integrated approach to community development may be described as new fields of study in the current context of democracy; therefore the exploratory and descriptive designs are appropriate for the study.

From a descriptive perspective, the research aimed to “describe and understand the events within the natural context in which they occur” (Babbie and Mouton, 1998: 272). The evaluative part of the study was undertaken for the purpose of determining the perceptions on the implementation of “some social interventions” in this case integration and the integrated approach to community development and how it has been implemented by the stakeholders and community development members (Monette, Sullivan and De Jong, 1998: 320-322; Babbie, 2004: 343). This included assessing perceptions on the extent to which the ideas of integration and the integrated approach have been put into practice in community development.

The study was predominantly qualitative in nature. Merriam (2002: 4-5) describes qualitative research as the intention of the researcher to understand the meaning people have about their world and their experiences and how they make sense of those experiences. The study sought to understand the meaning people have constructed about their own experiences with regard to integration and the integrated approach to community development in the area of Alfred Nzo. Qualitative research has been utilized to understand social actions in terms of the specific context of the area of Alfred Nzo rather than attempting generalizations. The study was also quantitative as it used self-administered interview schedules delivered by hand to the respondents so that they were completed on their own time (De Vos, 2005: 168-169P). Quantitative design was also utilised to make comparisons based on the gender distribution, profile and years of service.

The research adopted the case study method which is in line with the exploratory and descriptive design. A case study relates to “the way of organizing social data looking at the object to be studied as a whole” (Bless and Higson-Smith, 1995: 42-43). This is also confirmed by Burns (2000: 460) who indicates that a case study “involves collection of data to produce understanding of the entity being studied”. Case studies ensure that the research is mostly confined to one area; in this case, the notion of integration and the integrated approach to community development were confined to the Alfred Nzo District. By concentrating on a single phenomenon or entity (the case) “this approach sought to describe the phenomenon in depth” (Merriam, 2002: 8).

3.2.1. Location of the study and sampling methods

The study was carried out in the areas of Alfred Nzo District Municipality in Umzimvubu and Matatiele local municipalities in the Eastern Cape Province. The Alfred Nzo Area was chosen because it is one of the areas selected as a ‘Nodal area’ for the implementation of integrated programmes in terms of the Integrated Sustainable Rural Development Program (ISRDP). In 2003 the Alfred Nzo

District came into being as a result of the disintegration of the Wild Coast Region which included the areas of Lusikisiki, Bizana and Tabankulu. In 2006 Umzimkulu was transferred to Kwazulu-Natal while Matatiele fell into the Alfred Nzo district. Since then the Alfred Nzo district has been composed of two local municipalities namely Umzimvubu and Matatiele. Umzimvubu is made up of the two towns of Mt Ayliff and Mt Frere. The Matatiele Local Municipality is made up of the towns of Maluti and Matatiele.

Strydom and Venter (2002: 209) defined sampling as taking a portion of the population and considering it to be representative of the entire population. It is utilized to increase the chances of better manageability of the study (Strydom and Venter, 2002: 209). Purposive sampling as a method was chosen for the study. Purposive sampling is described as a selection of a sample based on the knowledge of the researcher about the units to be observed, on the basis of the researcher's own judgment about which ones will be the most useful representation of the study (Babbie, 2004: 183-184).

The researcher utilized purposive sampling based on his judgment of the characteristics of a representative sample that was focused on integration in community development. Through purposive sampling, participants were carefully selected for inclusion based on the "possibility that each participant will expand the variability of the sample" (Maykut and Morehouse, 1994: 44-45). The researcher selected representatives of various government departments and non-governmental organizations (NGOs) at management and practitioner level involved in development facilitation as part of the sample. The sample of the study comprised nine managers, fourteen practitioners and sixty two community members drawn from eight community development projects. The number of respondents in community focus groups varied; hence the number stands at sixty two. The numbers of respondents are presented in the table. In total, the sample was made up of eighty five respondents.

The researcher took into consideration the representation of all people involved in the development processes of the case studies. The managers were selected on the basis of their involvement in the planning and supervision of programmes in community development while practitioners were selected from various government departments and NGOs, based on their role as implementers/facilitators of programmes in community development. Community development project members were the implementers of community development programmes in areas where they live and also beneficiaries of the programmes facilitated by the stakeholders/role players. From the eight focus groups made up of community development project members, the researcher intended to gain from their experiences multi-viewpoints or responses that were “both comparable and shared among the participants” (Greef, 2002: 307). Through focus groups, the community development project members as role players in community development, offered insight into the issue of integration through their interpretation and implementation of an integrated approach to community development. Participants were able to share information as a group in cases that would not have been possible on a one to one basis.

The community focus groups were selected from four areas of the Alfred Nzo District, namely Mt Ayliff, Mt Frere, Maluti and Matatiele to ensure that there was equal representation in terms of the focus groups within the two local municipalities of Umzimvubu and Matatiele. Matatiele and Umzimvubu were both chosen to reflect the different development service agencies and communities in the Alfred Nzo District.

The study was conducted over a period of one month. The researcher made personal requests to various departments and non-governmental organizations to conduct the research. The departments included Social Development, Agriculture, Economic Affairs, South African Social Security Agency (SASSA), Public Works, Health, Home Affairs and the Alfred Nzo District Municipality. The non-governmental organizations were based in Mt Ayliff, Mt Frere and Matatiele.

Members from two Community Development Projects each were initially targeted from the local service offices of Mt Ayliff, Mt Frere, Maluti and Matatiele. However, one group in Matatiele could not be interviewed due to the unavailability of members and the researcher then increased the number of groups to three in Mt Ayliff. The gender distribution of the sample from the overall groups was fourteen males and seventy one females translating into a total of eighty five respondents participating in the study.

Table 1: Gender Distribution of Sample for managers, practitioners and community development focus groups.

Item	Number	Male	Female	Total
Management	9	4	5	9
Practitioners	14	4	10	14
Focus groups	62	6	56	62
Total	85	14	71	85 members

Table 1 above indicates gender distribution of the sample. The table shows that out of nine respondents for managers, four are males while five are females. For practitioners, the table reflects that out of fourteen respondents, four are males while six are females. For community focus groups out of sixty two respondents six are males while fifty six are females. Combined, this translates to fourteen males and seventy one females, making a total of eighty five respondents.

3.2.2. Data Collection

Semi-structured interview schedules were utilized for data collection from the managers and practitioners. The interview schedule for managers, practitioners and focus groups was similar in terms of the compositions of the themes, but questions such as on collaboration were asked specifically to the managers. For practitioners different questions included the practitioner's main responsibilities in the area of community development whereas for community focus groups the

questions those were different included descriptions of projects and the initiation of projects. For managers, practitioners and the community development focus groups similar questions included the conceptual understanding of integration, ISRDP, community development, community participation, the extent of integration, collaboration, co-operation, and the challenges faced on integration.

In conducting the research, the interview schedules were delivered by hand to the managers and practitioners, so that the respondents could complete them in their own time and then the researcher arranged to collect them. Time frames were agreed upon by the researcher and the participants for completion. When handing the interview schedules to the managers and practitioners the researcher provided detailed information to each respondent on the purpose of the study and the respondents were also given a chance to ask questions where additional clarity was required. As some respondents were not well versed with some of the terms, explanations and clarification were necessary. Some managers and practitioners were interviewed on the request of the researcher in order to ensure that information is received first hand and that there is also reasonable turn around time in terms of the interview schedules. Using interview schedules, data was also collected from members of the community development projects through focus groups. The focus groups were interviewed on specific topics related to the projects. The questions were predominantly open-ended with a conversational tone to facilitate the answering of questions (Burns 2000: 467).

It was possible for the researcher to utilize focus groups for data collection to probe, to clarify responses that were not clear and to request the elaboration of supposedly incomplete or unclear answers. This enabled the respondents to easily relate their own experiences regarding the integrated approach to development. Though data was collected in English, the focus group interview questions were translated into Xhosa so that they could be understood by the respondents. The researcher informed the participants that field notes would be

written as the interview progressed. The researcher encountered a challenge related to the interviews that took place in Matatiele. The researcher had a poor understanding of the Sesotho language which some members of the projects understood, as is their home language. The researcher resolved to utilize the services of an interpreter, who interpreted both on behalf of the researcher and the respondents. This arrangement may have influenced the manner in which the researcher interacted or related to the respondents if he had a fair or good command of the Sesotho language.

The following tables below provide a summary of the varied respondents targeted for data collection.

Table 2: Management respondents from government departments

Government Departments	Number handed	Number Received
Social Development	2	2
Agriculture	1	1
Economic Affairs	1	1
Home Affairs	1	1
SASSA	1	1
Sports, Arts and Recreation	1	0
Public Works	1	0
Municipality	1	1
Education	1	0
Total	10	7 managers

Table 2 indicates the list of departments to which interview schedules were distributed for data collection. A total of ten interview schedules were personally handed to the managers for completion; however, only seven were received. Thus three could not be included in the study.

Table 3: Non-Governmental Organizations (NGOs) management respondents

NGOs	Number handed	Number Received
Isinamva	1	1
Matatiele EDA	1	1
MADA	1	0
WV	1	1-incomplete/not used
Total	4	2 respondents as managers

Table 3 depicts the interview schedules handed to the NGOs for completion. Out of four, two were received. However, one schedule could not be used as it was incomplete. The two NGOs combined with seven departments mentioned on the previous table make up a total sample of nine managers as respondents of the study. The NGOs form part of the respondents of managers.

The second category of respondents was the practitioners. Table 4 detailed below represents the number of interview schedules distributed and collected from practitioners in various departments as well as the NGOs in the area of Alfred Nzo.

Table 4: Practitioners as respondents

Agencies	Number handed	Number Received
Social Development	5	5
Agriculture	3	3
Economic Affairs	1	1
Home Affairs	1	1
Sports, Arts and Recreation	1	1
Public Works	1	1
Municipality	2	2
Education	1	1-incomplete
Mada (NGO)	1	0
Sinamva (NGO)	1	0
Matatiele EDA (NGO)	1	0
Total	18	14 practitioners

Table 4 shows the list of interview schedules handed to practitioners from government departments and NGOs for completion. Of the eighteen, fourteen completed interview schedules were received from government department practitioners. Responses from the NGO practitioners could not be used in the study as they were not received on time. A total of fourteen practitioners as reflected in the above table took part in the study.

The third category of respondents was the Community development project members on selected projects within the area of Matatiele, Maluti, Mt Frere and Mt Ayliff. Focus group interviews were used with this particular category. Table 5 shows the distribution of the number of areas and the number of focus groups.

Table 5: Community development focus group area of location, number of projects, focus groups and number of community development project members in the focus groups.

Towns	Number of Projects visited	Focus Group Interviews	Number of respondents
Matatiele	Local	Municipality	
Matatiele	2	1	8 members
Maluti	2	2	22 members
Sub-total	4	3	30
Umzimvubu	Local	Municipality	
Mt Ayliff	2	3	18 members
Mt Frere	2	2	14 members
Sub-total	4	5	32
GRAND TOTAL	8	8	62 respondents

Table 5 indicates the towns, number of projects, number of focus group and number of participants in focus groups. Two visits were made in each of the areas of Mt Frere and Maluti except for Matatiele which was visited once and Mt Ayliff in which three visits were made to three focus groups. In Maluti and Matatiele under the Matatiele local Municipality, three focus groups were visited where twenty two and eight members were interviewed respectively. Furthermore, three focus groups from Mt Ayliff and two focus groups in Mt Frere which fall under Umzimvubu local municipality were visited where eighteen and fourteen community project members were interviewed respectively. In total, eight focus groups were visited for data collection with a total sample of sixty two respondents.

The total sample therefore is summarized as follows: For managers, seven respondents from government departments and two Non-governmental organizations were part of the study (Ref: table 2 and 3). This translated to nine managers as respondents. For community development practitioners, fourteen respondents from government departments took part in the study (Ref: table 4) and sixty-two respondents took part in the study as eight community development focus groups (Ref: table 5). The total sample of the three groups translates to eight five respondents.

3.2.3. Data analysis

Data analysis is described as the process of bringing order, structure and meaning to the mass of collected data (De Vos, 1998: 369). According to Mouton (2001: 108) data analysis involves “breaking up of the data into manageable themes, patterns, trends and relationships”. Moreover, the analysis included the discovery of “themes into which the study was organized for interpretation to be possible” (Babbie and Mouton, 1998: 490-491). The three categories of interview schedules for managers, practitioners and focus groups were arranged into pre-determined themes for collation and comparing of responses by the different groups.

The themes covered the following sections: The profile of the respondents and community project development focus groups, and the conceptual understanding of the key terms applicable to integration and community development. This was followed by perceptions on the nature and extent of integration by different role players, discussion on the extent of community participation, followed by the impact of integration in community development, the challenges faced, the values related to integration and the integrated approach and the lessons learned on integration and the integrated approach in community development.

3.3. ETHICAL CONSIDERATIONS

Informed consent and confidentiality were considered from an ethical perspective in relation to the study.

3.3.1. Informed Consent

Informed consent essentially entails “making the subjects fully aware of the purpose of the study, its possible dangers and the credentials of the researchers” (Bailey, 1987: 409). “Informed consent also emphasizes both accurately informing the subject or respondent as to the nature of the research and obtaining his or her verbal or written consent to participate” (Babbie, 2004: 70-71). The researcher had a responsibility to inform the participants about the purpose of the study to gain access and to obtain their informed consent to participate in the study. In order to ensure that informed consent was complied with, the researcher provided a covering letter with each interview schedule for the managers and the practitioners explaining the purpose of the study and to solicit their participation.

The majority of the self-administered interview schedules for managers and practitioners were delivered by hand. The purpose of the study was explained verbally and their participation sought. For community development focus groups a written statement accompanying the interview schedule was compiled. The statement was and discussed with the members of the focus groups so as to allow them to make an informed decision to participate in the study. It was also explained that the questions were related to the group as a whole not specifically to the individuals. Furthermore, the researcher also “explained the potential benefits of the study” for the area of Alfred Nzo and to the focus groups with regard to integration (Bailey 1987: 410-411).

3.3.2. Confidentiality and anonymity

Babbie (2004: 66-67) indicates that in the process of collecting data the “research project guarantees confidentiality when the researcher can identify a given person’s response but promises not to make the identity public”. The researcher had to explain the objectives of the study and to assure respondents that no individual names would be requested from them and that the information received was to be utilized only for the purposes of the study. In this respect, the researcher assured the participants of confidentiality and undertook to maintain the confidentiality and anonymity of the participants.

However, Bless and Higson-Smith (1995: 102-103) note that in many studies anonymity could be difficult to maintain especially when data is collected through interviews because the interviewer has a direct contact with all the participants and able to recognize each of them (Bless and Higson-Smith, 1995: 102-103). Therefore the researcher had to assure the community project members that the data would be used only for the purposes of the research and that no other individual would have access to the raw data.

3.4. VALUE OF THE STUDY

The findings will assist in identifying gaps that need to be addressed by professionals across government departments, NGOs, Local and District Municipalities and other sectors in integration and the integrated approach to community development. It will also assist in making service providers aware of the lessons learned on integration and this will impact positively on the way integration is implemented by stakeholders/role players.

The findings will assist communities in understanding the concept of participation in an integrated approach and further encourage participation in their own development activities in an integrated manner. Communities will understand and

act on the processes related to integration in their own development. The study will be used as a frame of reference for future studies in the area of integration in community development especially in those areas designated as part of the Integrated Sustainable Rural Development Programme (ISRDP).

3.5. DELIMITATIONS AND CHALLENGES OF THE STUDY

The case study was drawn from the ISRDP node of Alfred Nzo District; therefore the findings cannot be generalized. During the process of conducting the study the researcher made appointments with various role players. Some challenges were encountered with the self-administered interview schedules handed to the role players. They were not returned despite second visits and telephone calls made to that effect. In some instances, they were given to other persons in the offices who could not attend to them in time. Some of the interview schedules were not completed on the agreed day.

In some instances when the researcher went to collect the interview schedules there were questions that had been left unanswered. The researcher had to ask for permission to interview the respondents on those specific questions again to ensure that everything was completed. Due to the challenges related to incompleteness of the interview schedules by the role players, some interview schedules could not be utilized for research purposes, specifically in relation to the NGOs. For the community development focus groups the researcher had to travel long distances on bumpy gravel roads to reach the projects. This entailed the researcher rising early so as to reach the community development project members on time. The researcher was faced with language difficulty due to a poor understanding of the Sesotho language; this challenge involved the focus groups interviewed within the Matatiele local municipality.

3.6. SUMMARY AND CONCLUSIONS

This chapter covered the research design and methodologies used to conduct the study which involved the location of the study and the type of sample used in the study; data collection and data analysis. The chapter also presented the ethical considerations that assisted in undertaking the study. Values of the study were also discussed together with the limitations and challenges that arose from conducting the research. Chapter four which follows will present data collected from the study.

CHAPTER 4 PRESENTATION OF DATA

4.1 INTRODUCTION

This chapter presents data collected in the study. The overall aim of the study is to examine the extent to which integration and an integrated approach is implemented by role players in the Alfred Nzo District. The presented data covers the summary of the profile of the respondents. The second section details the understanding of key concepts such as integration, ISRDP and community development. This is followed by data on the characteristics of integration, participation, community empowerment, partnerships and collaboration. This is followed by perceptions on the extent of integration and integrated approach by the stakeholders, extent of community participation and impact of integration on community development. This will be followed by challenges faced on integration, the values related to integration and the integrated approach and the lessons learned on integration.

The sample of the study comprised three sample groups made up of nine managers from the government departments and NGOs, fourteen community development practitioners working in the field of community development and eight community development focus groups made up of sixty two community development members in projects. The total sample of the three groups is eighty five respondents. The organization of the data is according to common questions asked of all respondents followed by the respondent's specific questions.

4.2. PROFILE OF THE MANAGERS, PRACTITIONERS AND COMMUNITY DEVELOPMENT FOCUS GROUPS

The profile of the respondent groups covers the identity of the respondents, the respondents' area of operation and period of employment, the description of the community projects and the involvement of project members in project initiation.

4.2.1. Profile of Managers and Community Development Practitioners

Table 6 below indicates that the managers group was represented by seven managers, one Director and one Assistant manager acting in the place of a Manager. Out of a total of fourteen practitioners, four respondents are community development practitioners; three are Agricultural Development Technicians, two social facilitators and two Assistant Managers working in community development. One respondent from each of the stakeholder groups were Chief Social Worker, Local Economic Development (LED) Advisor and Nutrition Officer. The table shows a breakdown of the representation. The management and practitioners were represented as follows:

Table 6: The respondents' positions

Category- Management	Number	Category- Practitioners	Number
Assistant Manager	1	Community Development Practitioner	4
Manager	7	Agricultural Development Technician	3
Other-Director	1	Assistant Managers	2
		Social Facilitators	2
		LED Advisor	1
		Nutrition Officer	1
		Chief Social Worker	1
Total	9		14

This classification demonstrates the level of the different stakeholders involved in community development. The nature of the positions reflects the diversity of professionals in community development. Swanepoel and De Beer (2006: 49-50) who point out that a community development practitioner could be a

specialist professional, such as an agricultural extension officer, an engineer, social worker, teacher, nurse or therapist. These professionals may not be called community development practitioners but will operate under their ordinary occupation titles (Swanepoel and De Beer, 2006: 49-51).

4.2.2. Area of Operation

The study was conducted in the in district of Alfred Nzo, in the Eastern Cape.

Table 2 below shows the areas of operation of the respondents.

Table 7: Respondents' Area of Operation

Category- Management	No of respondents	Category-Com Dev Practitioner	No of respondents	Total
Umzimvubu	3	Umzimvubu	5	8
Alfred Nzo	5	Alfred Nzo	5	10
Matatiele	1	Matatiele	4	5
Total	9		14	23

The table shows the area of operation for managers and the community development practitioners. In respect of the managers, five were from Alfred Nzo District offices, three from Umzimvubu and one from Matatiele. Five of the practitioners were from Umzimvubu and Alfred Nzo respectively while four were from Matatiele. This indicates that the bulk of management is accommodated at district level where they are in a position to manage programmes for both the local municipalities of Umzimvubu and Matatiele.

4.2.3. Period in Current Employment

Table eight below shows the period of employment for the managers and the community development practitioners.

Table 8: Respondents' period in employment

Management	No of Respondents	Community Development Practitioners	No of Respondents	Total
0-5 years	3	0-5 years	10	13
6-10 years	3	6-10 years	2	5
11-15 years	2	11-15 years	2	4
16 and above	1			1
Total	9		14	23

Table 8 indicates that ten community development practitioners belonged to the 0-5 year period in employment and two each from 6-10 years and 11-15 years. The management is composed of three respondents in the 0-5 year period, three in the 6-10 and two from 11-15 years. There is only one respondent in the 16 years and above period. The majority of the respondents fall in the 0-5 year period followed by 6-10 years.

4.2.4. Practitioners main responsibilities and roles.

The practitioners were asked about their work functions and their roles in working with the communities. Nine practitioners stated that their roles included initiation, development of community profiles and implementation of food security, youth and women projects. Five practitioners reported monitoring and evaluation of these projects, advice to farmers on commercial farming, agriculture and the rendering of extension services to rural, peri-urban and urban areas, facilitation of the Local Economic Development and advice on the accessing of funding from various departments and facilitation of the Labour-intensive projects.

4.2.5. Description of community development projects by focus groups

The respondents from different communities in Matatiele and Umzimvubu local municipalities were asked to provide a description of their projects. Out of the eight-community development focus groups that were the sample of the study, three were projects on vegetable production, two on egg production and three were multi-projects comprising vegetable, egg and poultry production. These three multi-projects were integrated from various projects that existed in the community. The members decided to come together and form projects that have more than one area of specialization. It is of note that these necessitated some negotiations among the different community members who identified a need to integrate amongst themselves.

4.2.6. Involvement of project members in project initiation

The community development project members were asked how they were involved in the project. Eight community development focus groups mentioned that their involvement was through recruiting other members in the community, consulting traditional leaders for the project site, soliciting support from the community members and applying for funding.

It is clear from the respondents that once members have decided to come together to form a community project they need to engage other members of the community either to join or to consult with the broader community about the existence of the project.

RESPONSES FROM THE MANAGERS, PRACTITIONERS AND COMMUNITY DEVELOPMENT PROJECT MEMBERS

4.3. UNDERSTANDING OF KEY CONCEPTS

The data presented covers the respondents of the three sample groups on the conceptual understanding of key terms such as integration, Integrated Sustainable Rural Development Programme (ISRDP) and community development.

4.3.1. Integration

Six managers described integration as the process of putting together different skills and resources for a common goal that will have a greater impact on the community. Three managers described the integration as the implementation of public and private partnership in community development. Ten practitioners stated that their understanding of integration was the working together of different stakeholders to deliver services as partners. One practitioner mentioned that integration means a multi-pronged approach aimed at addressing social welfare and development needs in a holistic manner. Three of the community development practitioners said that people, departments, and NGO's come together in order to achieve development in communities. Three community development focus groups indicated that they understood integration as the working together of different people and stakeholders providing services for the benefit of the community. Five community development focus groups described integration as members of the project working together to confront a particular situation.

4.3.2. Integrated Sustainable Rural Development Programme (ISRDP)

Seven managers described the ISRDP as a programme focused on developing the rural areas through the co-operation of stakeholders for the sustainability of the programmes. It also involves bringing skills to the communities to be self-reliant in order to ensure a positive and empowering impact on communities. Two managers described it as a programme fighting poverty focusing on socio-economic issues based on co-operation of stakeholders to improve the pace for sustainability and service delivery.

Nine community development practitioners mentioned that the Integrated Sustainable Rural Development Programme (ISRDP) means an identification of integrated plans within communities for rural development to make community projects sustainable. Two practitioners indicated that ISRDP is implemented as a follow-up on the programmes that have been established in the communities. Two practitioners mentioned different stakeholders working towards the sustainability of the communities. One practitioner indicated that ISRDP means the programme initiated by the office of the President to address underdevelopment through sustainable interventions by stakeholders in targeted impoverished areas.

4.3.3. Community Development: Responses from practitioners and the community development project members.

Ten practitioners described community development as the process of empowering communities to fight poverty and to bring about economic development through community programmes and projects. Two practitioners felt that it changed people's livelihoods through a change in attitudes, behavior and lifestyle. Two practitioners said it nurtured people's talents and skills so that they could be self-sufficient to deal with the socio-economic challenges facing their community.

Six community focus groups described community development as the process of development of local communities to fight poverty and underdevelopment. They further mentioned that community development included the development of skills and basic infrastructure like roads and water in the community. Two community focus groups stated that community development meant a process of developing projects and expanding them to be viable businesses providing employment for local people so as to create a situation where most young people do not leave their communities in large numbers to look for opportunities elsewhere.

4.4. CHARACTERISTICS OF INTEGRATION AND THE INTEGRATED APPROACH TO COMMUNITY DEVELOPMENT

4.4.1. Participation

Six managers sought to describe participation as the process of upliftment of communities through projects and programmes to develop independence economically and socially. Two managers described participation as communities getting involved in changing their own situation and being hands-on in all community activities. One manager believed that participation entailed officers and communities working as partners in community development treating each other in a dignified manner. Eleven practitioners indicated that they saw participation as the process wherein communities are consulted, involved and work together with other role players in development. Three practitioners viewed participation as a process where communities are fully engaged in their own development, learning and growth with change starting from where they are and moving with them at the pace determined by the people.

Seven community development focus groups understood participation as communities getting involved in their own development and are consulted on the activities undertaken by outside role players who bring development to the community. One focus group noted participation as a process entailing that

communities are willing to volunteer their own expertise for the development of their community

4.4.2. Community Empowerment

Five managers described community empowerment as the process whereby opportunities are created for growth in economic spheres in order to take charge of development, communities initiate process with stakeholders assisting in that process. Three managers from management said that community empowerment meant sensitizing the community to take full responsibility for the betterment of their lives in the social and economic spheres. One manager regarded it as the process of capacitation, the transfer of skills and knowledge to communities.

Out of eight community development focus groups, seven explained community empowerment to be the process whereby communities are provided with knowledge and skills to identify opportunities for development in their communities. This includes being a community able and willing to use their own initiatives for development and to sustain those. One focus group sought to define community empowerment as involving the identification and utilization of local expertise in developments that are brought in by the role players.

4.4.3. Partnerships

Community development focus groups were asked to describe their understanding of partnerships. Six focus groups described partnerships as referring to a process of having different stakeholders to assist them in developing their projects while two focus groups explained it as a process where different projects enter into relationships to work together with specific role players to develop their projects in a better manner.

4.4.4. Collaboration

The managers were asked about their understanding of the concept of collaboration. Nine managers described collaboration as the process of working and attempting to work together with other role players towards a common goal of development.

4.5 PERCEPTIONS ON THE EXTENT OF INTEGRATION AND INTEGRATED APPROACH TO COMMUNITY DEVELOPMENT

4.5.1. The ISRDP as a separate programme or part of the service delivery mandate of the stakeholders.

The managers were asked whether ISRDP was part of the service delivery mandate or was treated as a separate programme. Six managers responded that they treated the ISRDP as part of the service delivery mandate. The reasons advanced were that its objective was to address economic growth and development in previously disadvantaged areas. Furthermore, it empowers communities with skills, creates opportunities and provides resources. It also promotes maximum participation in communities and fast tracks service delivery in the communities. The majority of the managers indicated that they viewed ISRDP as part of their service delivery mandate. This is against three managers who indicated that they saw ISRDP as a separate programme that needed special attention in terms of planning, implementation and monitoring.

4.5.2. The manner in which programs are integrated

The managers and practitioners were asked what methods are used to integrate programmes with other role players. Five of the managers indicated that they co-ordinate programmes with other role players through meetings with their Management, the District Communicator's Forum and through special meetings convened to address specific issues with other stakeholders. On the other hand,

four of the managers indicated integration is carried out through the Integrated Development Plans (IDP).

Seven practitioners reported that they co-ordinate integration with other role players through meetings which, however, are held on an irregular basis. Six practitioners indicated that integration is co-ordinated through forums like Local Economic Development Forums, Integrated Development Plans and the Inter-Governmental Forum. One practitioner reported that every official in his or her area of operation that he/she is allocated to, has to engage in integration.

4.5.3. Knowledge of the Role players

The managers, practitioners and community development focus groups were asked to identify role players important in the implementation of integration in community development. The managers indicated these as being public entities, NGOs, CBOs, municipalities, departments and communities.

Six practitioners indicated mostly Government Departments, NGOs within Community Development, CBOs and Councillors. Four of the practitioners said these include communities and Community structures like traditional leaders, and councillors as part of the role players involved in integrated community development. Four practitioners included the municipality, Provincial and National Departments and private institutions.

Eight community development focus groups indicated that some Government Departments, traditional leaders, councillors, Community Development Practitioners and some NGOs are involved in the implementation of the project. The focus groups noted that only two departments have been specifically mentioned as taking part in the community projects which are departments of Agriculture and Social Development.

4.5.4. Extent of co-operation by managers

The managers were asked about the extent to which co-operation takes place in community development among the various role players. The diagram below shows the manner in which the management responded.

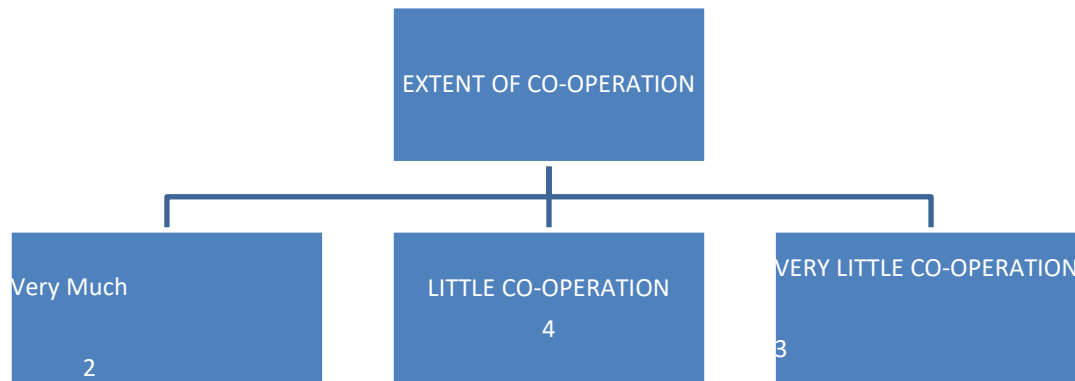


Figure 1: The extent of co-operation by managers

Figure 1 reflects that managers reported limited co-operation by the role players, on community development. Four of the managers reported little co-operation while three managers indicated very little co-operation. Two managers felt that there was significant integration in community development .

4.5.5. Extent of collaboration by managers in community development

The managers were asked about the extent of collaboration by role players/stakeholders in community development. All nine managers mentioned that there was not enough collaboration. The reasons are that due to the ineffectiveness of the leading departments in integration, stakeholders still work in their own compartments or protected turf and are still not willing to work together as they should.

4.5. 6. The manner in which integration is co-ordinated by managers and practitioners

The managers and practitioners were asked how integration is co-ordinated by different role-players. Five managers indicated that it is co-ordinated through meetings while two managers said it is co-ordinated through the initiative of the role player involved. Further, two managers indicated that co-ordination is effected through the District Municipality and the Inter-Governmental Forum.

Eight of the practitioners indicated that co-ordination is done through meetings and workshops arranged by departments at any given time. Three practitioners felt that the municipality must take charge of the co-ordination of integration by role player. Further, three practitioners felt that this must be done within the community structures.

4.5.7. The manner in which working together would assist managers and practitioners

The managers and practitioners were asked how working together would assist them in planning for community development. Four managers indicated that working together would assist in obtaining input from other stakeholders, sharing of resources of a similar nature and accomplishing goals for the community. Five managers believed that working together with other role players would assist them in reducing or eliminating duplication and wastage of resources.

Eleven practitioners indicated that working together helps them in information sharing and sharing of skills. It also combines resources and helps to avoid duplication of services by different role players. Two practitioners said it assists the communities to know where to obtain help and how to obtain it. One practitioner indicated that it would assist the role players in the monitoring of community development projects that have been funded.

The majority of the responses from the management and the practitioners indicated that working together assists in reducing or eliminating duplication of services and increases the rate of sharing of resources when dealing with different programmes for integration. Despite the problems encountered by the role players, integration has a positive impact in making the point that scarce resources, plans and implementation are carried out jointly. This also helps to equip communities with the knowledge of different services or programmes they require or need to access for their areas.

4.5.8. Perceptions of the extent of integration by managers and practitioners

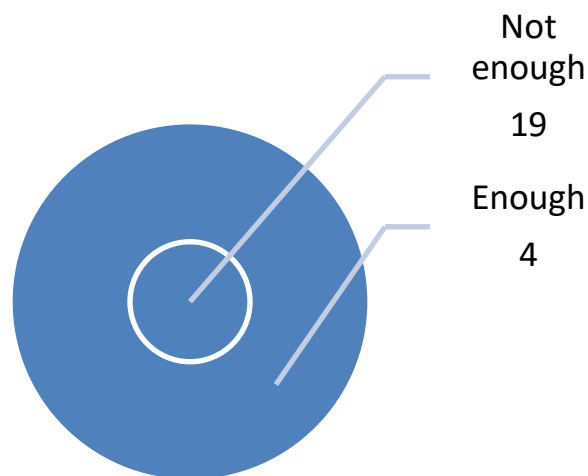


Figure 2: Overall perceptions of the extent of integration by managers and practitioners

Figure 2 shows the overall extent of integration in community development. Of the two groups of managers and practitioners, nineteen of the managers and practitioners made up of nine managers and ten practitioners indicated that integration by different role players in community development is not enough. The reasons advanced include different philosophies in community development and poor attendance and participation by sector departments make it difficult to decide on a uniform and common approach to tackling the challenges within the

community. In overall, nineteen managers and practitioners indicated that there is not enough integration while four managers and practitioners perceived enough integration by stakeholders in community development.

4.5.9. Partnerships formed arising through integration

The managers and practitioners were asked whether there were any partnerships formed due to integration. The following table shows the responses.

Table 9: Extent of Partnerships

Management	Number	Practitioners	No of respondents	Total
Yes	3	Yes	4	7
No	6	No	10	16
Total	9	Total	14	23

Table 9 shows that six managers indicated that no partnerships had been formed due to activities around integration while three managers indicated that there were partnerships formed due to integration by role players. Ten practitioners indicated that no partnerships had been formed while four indicated that partnerships had been formed due to integration by role players.

4.5.10. Integration of skills programmes

The managers and practitioners were asked whether was there integration of skills by various role players in community development. Four managers mentioned that there was integration of skills whereas five managers indicated that no integration of skills programs. Six practitioners mentioned that there was integration of skills, whereas eight practitioners indicated the opposite.

4.5.11. Level of community involvement in development.

The managers and practitioners were asked about the level of involvement of the communities in development.

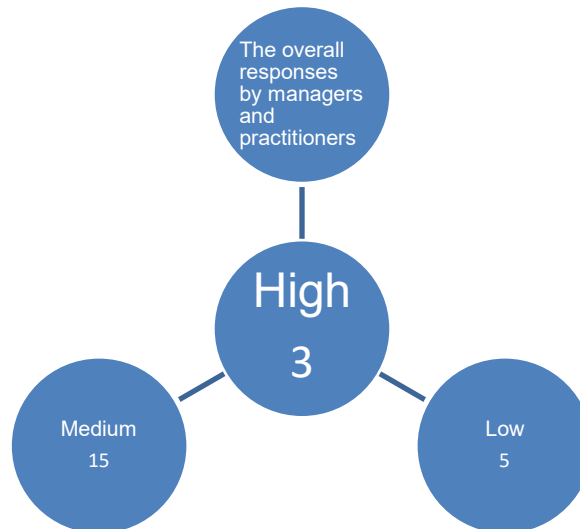


Figure 3: The overall level of community involvement

Table 3 depicts the respondent's perceptions of the level of involvement in development. Six managers rated the level of community involvement as medium. The reasons given were that communities are still not keen to be actively involved, the level of involvement is still not satisfactory and communities are still dependent. Two managers indicated that there is low involvement because communities are not keen to partake in development; hence there is a need for more social mobilization. One manager, however, stated that involvement is high as seen through participation of community members whenever other role players call on them.

Nine practitioners responded "a fair involvement" because planning is done with the communities, and they are ready to participate when required to do so. They also believe that communities are not consulted extensively; hence there is a need for improvement. Three practitioners felt that there was low community involvement due to low levels of social mobilization, less participation by

community members and few community members are interested in development. Two practitioners felt that community involvement was high as they were consulted extensively and therefore communities participate.

In overall, from both managers and practitioners, three respondents reported high involvement while 15 managers and practitioners reported medium or fair involvement and five managers and practitioners indicated low involvement of communities in development.

4.5.12. Involvement of community members in community development

Community development project members were asked about the extent of involvement of community members in development. Four community focus groups noted that there was minimal involvement of communities in the development of the project. The main focus is on the purchase of produce by the community members from the project. The other four community development focus groups reported that communities are involved through assisting with cultivation when the project has been affected by a disaster (to rebuild). Community members were also involved through assisting the project members to develop business plans and by volunteering in some instances to do a particular task in the project.

Communities are involved in the implementation of projects in their communities, although they may not necessarily be directly involved. Their contribution is through supporting other members of their own community to sustain a project through purchasing local produce from within their area. However, it is of particular importance for community members to go beyond the level of purchasing the produce but become involved in other ways in the development of projects and even volunteer their time for specific tasks, like using their particular skill and talents for the benefit of the project.

4.5.13. Level of community empowerment

The managers and practitioners were asked about the manner in which they consider the community had been empowered. Three respondents from management felt that the community has been empowered because the communities are aware of what they want and are able to develop their projects beyond what they have been taught. Six managers noted that communities are still not fully empowered because they are unable to run the projects in a sustainable manner and people are still dependent on the social grants. At times, funds allocated for development are not utilized for the purpose for which they were requested.

Eight practitioners responded that the community is empowered when they are involved in decision-making, have received skills training and are able to request services from different role players. On the other hand, six practitioners indicated that the community is not yet empowered, due to a lack of integration by stakeholders.

4.5.14. Community responses on the extent to which the role players work together.

The community development focus groups were asked to indicate the extent to which they perceive the stakeholders to be working together.

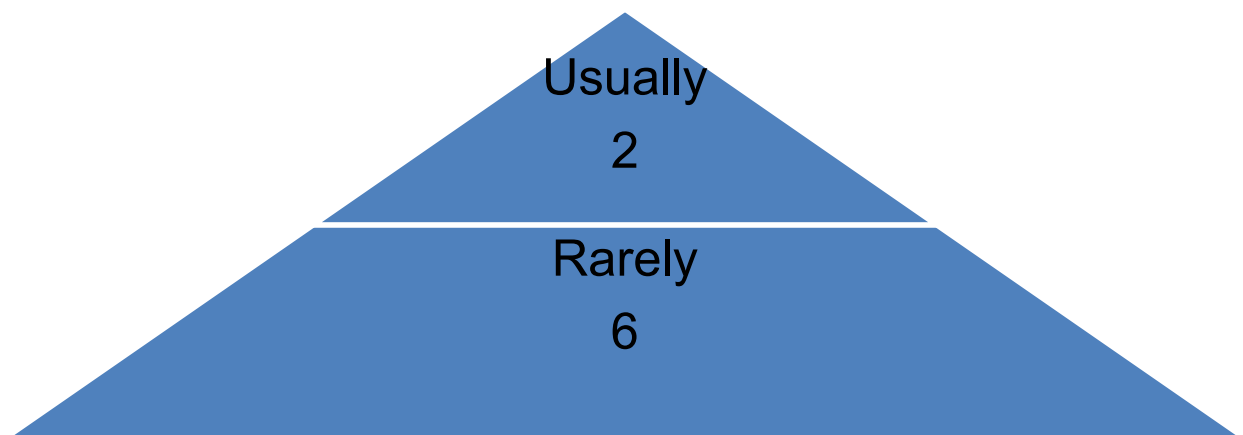


Figure 4: The graphic presentation of the extent role players work together

The diagram on Figure 4 shows that six community development focus groups felt that the stakeholders rarely worked together. The reasons given are that different role players tend to develop programmes on their own, without involving other stakeholders. Two focus group respondents felt that they usually work together. This was explained to mean that stakeholders often visit community projects, but as individuals, and within an integrated programme that has been developed jointly with the project members and the other stakeholders.

The community focus groups have indicated that in their interaction with the role players they rarely see them working together. One focus group even mentioned that although they have two departments working with them, however, work separately. The role player's lack the commitment to working together to bring about integrated development to the communities although it appears that minimal effort is being made.

4.6. PERCEPTIONS ON COMMUNITY PARTICIPATION IN COMMUNITY DEVELOPMENT PROCESSES

4.6.1. The manner of integration by community development project focus group members

The Community development focus groups were asked whether integration takes place in their communities. Five focus groups explained that currently there is no interaction with other projects. Three focus groups indicated that their multi-projects were initiated through the integration of ideas from amongst community project members.

The majority of the respondents clearly stated that there is no integration in their communities and still are not involved in integration within their communities while three focus groups pointed towards efforts to integrate.

4.6.2. Community development focus group participation in community development

The community development focus groups were asked about the reasons for participating in community development. All eight-community development focus groups indicated that they participate in order to learn how to make the project successful and to have a project that can stand on its own and be supported by the community. Furthermore, they participate to create better opportunities for members as well as the community, thereby creating a sustainable future for their families and communities.

4.6.3. Nature of participation by community development members in development

The managers and practitioners were asked to describe the nature of participation they expect from community members. On the one hand, five managers indicated that they would like to see direct involvement and consultation of community members on decision-making. On the other hand, four managers indicated that they would like to see community involvement in the early stages of development; communities taking ownership of the processes and programmes and making their own decisions regarding development.

Four practitioners indicated that they would like to see participation that entails communities directly and regularly involved in development initiatives. Four practitioners indicated that communities must own their development and local structures must be actively involved. Three practitioners felt that communities must demonstrate commitment to development that has been “brought” to them. Three practitioners felt that the community should take part in their own development.

4.6.4. The manner in which community development projects were initiated.

The community development project members were asked to describe the manner in which the projects were initiated. Five community development focus groups indicated that community members had initiated the projects themselves out of the dire need to get out of poverty. Three community development focus groups indicated that projects were initiated as a result of the interaction between communities and the role players (Department of Social Development).

The majority of the focus groups explained that they initiated the community projects themselves and later sought assistance from different organizations to sustain their projects. Three of the projects were initiated as a result of the interaction between the communities and government departments.

4.7. PERCEPTIONS ON THE IMPACT OF INTEGRATION IN COMMUNITY DEVELOPMENT

4.7.1. Extent to which different role player's offer services to communities

The Community development members were asked about their perceptions regarding the extent to which role players offer services to communities in an integrated manner. Eight community development focus groups reported minimal integrated intervention from stakeholders. The reasons noted were that there are not many stakeholders visible in integration within the communities.

4.7.2 Benefits by communities from integration of role players.

The managers and practitioners were asked whether the community has benefited from integration of role players in development. Five managers responded that the communities had benefited. This was evidenced by some sustainable efforts of different programmes, the capacity of the department to combine resources and the meaningful impact which had been made. Four managers indicated that communities had not benefited due to limited resources

and minimal integrative efforts of the stakeholders. Seven practitioners felt that communities have benefited in the areas where integration had taken place. Communities were able to access and demand different services from stakeholders and funds were invested by different stakeholders in the community to speed up development. Seven practitioners indicated that the community had not benefited from integration because the departments still worked on their own and most programmes were not yet fully integrated in terms of service delivery.

4.7.3. Benefits of integration in community development

The managers, practitioners and community development focus groups were asked about the main benefits of integration in community development. Six management respondents noted that benefits included budget utilization towards a common goal; communities were able to get different services and skills effected cost savings. They noted that taking services directly to the people saved time and money for community members who could otherwise not afford certain things. Two managers noted that there was increased participation from role players and beneficiaries at community level and those communities were able to access different services at the same time and at the same place. One manager cited that there was equitable utilization of scarce resources without any duplication of service provision.

Eight practitioners indicated that communities benefited through the pooling and sharing of resources and the provision of consolidated services by different stakeholders. Three practitioners indicated that the benefits included empowerment of communities; transfer of skills; a decrease in negative social behaviour and an overall improvement in service integration. Three practitioners noted that there was less duplication of services and resources and the communities have the ability to “demand” holistic services from stakeholders and role players in community development.

Seven community focus groups explained that integration helps community members to identify challenges and tackle them together with different role players and stakeholders. There is a transfer of skills to and from stakeholders to the communities in order to ensure sustainability of the programmes in a holistic manner. One community focus group indicated that integration helps to develop community projects with the expertise from different fields and this would lead to the development of the projects into economic ventures that would create opportunities for community members. The findings show that some of the benefits of integration in community development include less or no duplication of resources and a sharing of resources which leads to the implementation of holistic services.

4.8 CHALLENGES FACED ON INTEGRATION AND THE INTEGRATED APPROACH

4.8.1. Challenges experienced by management and practitioners.

The managers and practitioners were asked about the challenges individual role players encounter in integrated approach with other role players. Seven managers mentioned the poor or non-attendance at meetings by role players; different programmes and operational plans which do not address issues of integration and also a lack of participation by the departments. Two managers reported confusion on the part of the role players due to differences in methods and approaches. There was no clear co-ordinating body for integration between the stakeholders.

Nine practitioners cited the limited resources, poor and infrequent attendance of meetings, poor planning and confusion of roles in integration. Three practitioners cited inadequate support from management on integration issues. Two cited competition among the stakeholder representatives.

4.8.2. Challenges faced by community development project members on integration

Six Community development focus groups noted that there is a lack of participation by other stakeholders, who are supposed to contribute to development. There is no synergy in the implementation of programmes by different people, and this causes confusion in communities. There is reluctance on the part of the stakeholders to work together and communities are not informed about current developments in community development hence they are left behind in terms of current programmes and knowledge. Two community focus groups mentioned confusion is experienced by communities due to various programmes that are brought in by different people who operate as individuals without integration and the integrated approach by the various role players.

4.9. VALUES RELATED TO INTEGRATION AND THE INTEGRATED APPROACH IN COMMUNITY DEVELOPMENT

The community development focus group members were asked what values they consider important in working together with other role players and stakeholders in community development.

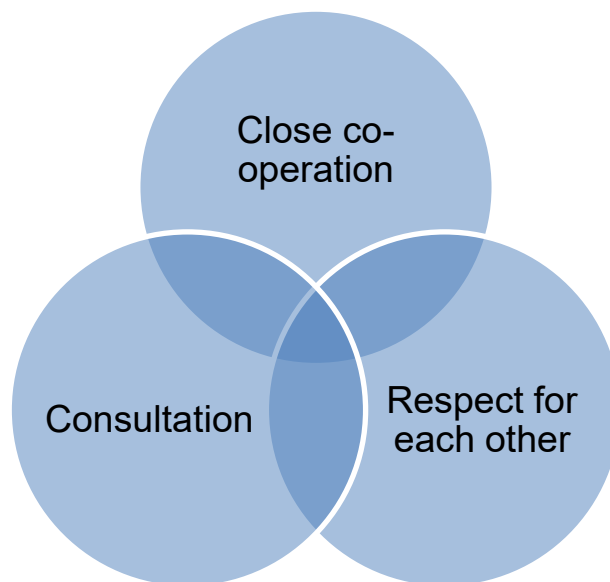


Figure 5: Community development project member's responses on values

Figure 5 indicates that five community development focus groups indicated that values include respect for each other and respect for differing views by stakeholders and role players. Three focus groups members noted that the consultation with each relevant role player and close co-operation were important.

4.10. LESSONS LEARNT ON INTEGRATION

4.10.1. Lessons learned on integration and the integrated approach to community development

The management, practitioners and community development focus group members were asked what lessons were learnt on integration in Community Development. Nine managers noted that there were benefits in terms of skills, resources and knowledge pumped into the community and the delivery of one-stop services to the people of the district in a cost effective and value-for-money manner. The group also noted that integration offered more resources which contributed to a greater impact and empowerment of communities.

Twelve practitioners indicated that communities were able to access integrated programmes. There are combined efforts and improvements in co-operation between stakeholders and communities, thus leading to social cohesion, which translates to improved participation in development initiatives by the communities. Communities were more aware of the work of different stakeholders. Two practitioners indicated that personnel with expertise are able to share and transfer skills to the communities to ensure sustainability of the existing projects.

Eight community development focus groups indicated that joint planning and implementation by the stakeholder's leads to better results. They also noted that communities get to know of different resources available when experiencing challenges. They are able to "demand" services that are integrative in nature.

4.11. CONCLUSION

This chapter presented data gathered from the managers, practitioners and community development project members involved in the study. The presentation shows that the majority of managers and community development practitioner's period of service was between 0-5 years which is a relatively short period of time. Data was presented on the manner in which community development projects were initiated. The understating of key terms has shown that there are different views on integration, the ISRDP, community development, participation, collaboration, community empowerment and partnerships.

The chapter also presented data on the perceptions of the respondents on the extent of integration, community participation, the impact of integration, the challenges faced around integration, the lessons learned and the values related to integration and the integrated approach to community development. Chapter five which follows presents analysis of the findings, conclusion and recommendations to the study.

CHAPTER 5: ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This final chapter presents the analysis of the findings, conclusions and recommendations with . The analysis covers the stakeholders/role players in integration understanding of the key terms followed by perceptions on the characteristics of integration, perceptions of the extent of integration, community participation, the impact of integration and the integrated approach, the challenges, the values related to integration and the integrated approach and the lessons learnt. This is followed by conclusions based on the discussion and analysis of the findings. Lastly, this is followed by the recommendations presented under the following headings, integrated capacity building processes, improvements in co-ordination, resource mobilization and planning, strengthening intergovernmental relations, planning processes including the element of collaborative planning, performance contracts and monitoring of program performance. This will be followed by the lessons learned such as One Stop Services concept and the benefits and Thusong service Centre concept.

5.2. ANALYSIS OF THE FINDINGS

5.2.1. STAKEHOLDERS/ROLE PLAYERS IN INTEGRATION AND THE INTEGRATED APPROACH TO COMMUNITY DEVELOPMENT

5.2.1.1. Gender Distribution

The gender distribution has revealed that 84% of the sample groups representing the professionals and community development project members are females as against the 16% of males. These differences in gender represent the fact that in rural areas, the head of the households are females whereas men are either looking for employment in other areas. Moreover, since 1994, the policy of the South African government has been that of uplifting the status of women in society especially in rural areas as they have been previously disadvantaged in opportunities for education, skills and employment.

5.2.1.2 Profile of the managers and practitioners period in current employment

The study indicates that 71% the professionals (managers and community development practitioners) had 0-5 years experience. This shows that these are new employees who would be vital in the processes of integration in community development hence a need for them to be more adequately prepared to implement the integrated approach with other role players in community development.

5.2.1.3 Practitioners main responsibilities and roles

100% of the practitioners work in the field of community development, with different interventions in terms of their responsibilities from different departments in community development. The presence of different professionals as role players within the field of community development demonstrates the nature of and necessity for integration that needs to take place and the opportunities that are available for the enhancement of integrated development within the Alfred Nzo District. This also shows that integration is multi-dimensional and multi-pronged in its approach to attending to community development initiatives. The findings reveal that the majority of the members work in the field of Community Development, with different interventions in terms of their responsibilities in community development. This shows that integration is multi-dimensional and multi-pronged in its approach to attending to community development initiatives. According to May and Schalwyk (1999: 4), in the integrated approach to community development, planning must also integrate all-important aspects of development: social, economic, environmental, ethical, infrastructural and spatial elements in order to be integrative in nature.

5.2.1.4 Involvement of project members in project initiation

The community development project members were asked how they as members of the projects were involved in the project and what their involvement was. 100% of the focus groups indicated that their involvement was through recruiting other members of the community, consulting the traditional leaders for the project site, soliciting support from the community members and applying for funding.

It is clear from the respondents that once members have decided to come together to form a community project, they need to engage other members of the community either to join or to consult with the broader community about the existence of the project. They could also consult with relevant people to advance their cause for development. The findings indicate that the involvement demonstrates the manner in which community projects are willing to engage in development. Through their own initiatives it is possible for programmes to be sustainable if the communities are taking an initiative. Swanepoel and De Beer (2006:40) confirm that community development projects acts as sources of further development and this result in the setting and reaching of further goals that bring about further development.

5.2.2 UNDERSTANDING OF KEY CONCEPTS

5.2.2.1 Integration and the integrated approach.

69% of managers and practitioners define integration as a process coming together of different role players and sectors to deliver services to the people. Integration is understood as “the specifically defined roles played by each government with the focus on integration at the local level through the Integrated Development Planning processes. It also refers to the basket of services that

provides a response to multiple local needs and priorities” (ISRDP, 2004: 10). May and Schalwyk (1999: 1-2) defined integration as a process of ‘bringing together the efforts of national, provincial, regional and local governments and at municipality level, the efforts of individuals, groups, the private sector and other stakeholders to set goals and work together in a carefully planned way to achieve these goals (May and Schalwyk, 1999: 1-2).

The responses by managers and practitioners represent a general conceptualisation of integration and the integrated approach. However, some community development focus groups have an understanding of integration from a functional perspective. They saw integration as co-operating to solve the problems of the members. This reflects a difference in emphasis of conceptualization between the managers, practitioners and communities. The view by the community members suggests that community development members reflect a problem solving as a function of integration and the integrated approach. The systems theory denotes that parts of a system are interdependently interrelated in such a way that change in one part of the system ripples or reverberates throughout the entire system (Archer, Kelly and Bisch, 1984: 5).

5.2.2.2 Integrated Sustainable Rural Development Programme

69% of managers and the practitioners mentioned the Integrated Sustainable Rural Development Programme (ISRDP) as the programme focusing on co-operation by stakeholders when delivering services to the people. 31% of respondents indicated that ISRDP is done to make a follow-up on the programmes that have been established in the communities.

Integrated Sustainable Rural Development Programme (ISRDP) is described “as a mechanism for using and developing institutional planning and management and for funding mechanisms to focus the three spheres of government in a more

effective and efficient response to local needs and opportunities, working in partnership with civil society and the private sector” (ISRDP, 2004: 3). The conceptualization of the ISRDP by the respondents excluded an understanding of the Alfred Nzo District as one of the areas selected as the “node” specifically because of underdevelopment. The ISRDP rests on the concept of nodal development and as such nodes are expected to strengthen their capacity to deliver services in an efficient and effective manner. Alfred Nzo was identified as one of these nodes where development could be dealt with in a structured and sustainable manner (ISRDP 2004: 13-14). Furthermore, the role players have not described ISRDP as a program focusing mainly on the poor under –resourced rural communities.

There is poor understanding of why the ISRDP programme was introduced in the first place, that is to address underdevelopment and poverty. Only one respondent claimed the ISRDP as the programme that was specifically introduced to deal with underdevelopment in the targeted poor and under-resourced municipalities in South Africa. It is therefore clear that stakeholders and communities do not fully understand the concept of the ISRDP within which it was established in Alfred Nzo Municipality. Therefore, this shows a gap in understanding in terms of what is conceptualized by the respondents as against what is contained in the literature about the ISRDP.

5.2.2.3 Community development

70% of the managers, practitioners and community focus groups refer to community development as the process whereby the lives of the communities or people are improved through economic development programmes. This definition entails community development that is economically developed with skills and a thorough basic infrastructure. With this they hope that the communities would be sustainable and will be able to nurture and retain the local talent for development.

This view is different from definition by Dunham (1970: 140) in Gray (1998: 59) who defines community development as “organized efforts of the local community to improve the conditions and life of the community and to improve the capacity of the people for participation, self-direction and integrated effort in community affairs. Gray (1998: 58) sought to define community development as a method of intervention, which emphasizes the involvement of people within localized communities in proposing and promoting development priorities for their own communities. Therefore community development can be understood as the efforts of local communities that involve local people in improving the life of the community through integrated efforts.

The understanding by the three sample groups point to community development being a process that is mostly project based. In terms of community development theory, the ecological systems advocate an interrelation of different factors because of the emphasis on integration. Community development must be based on the “integration and knowledge of social, cultural, economic, political and psychological needs “(Kotze and Swanepoel, 1983: 19-20). Therefore, the understanding of community development by the respondents means that it may not be implemented holistically and this is contrary to integration and the integrated approach which encompass development that is holistic and integrative.

Moreover, of note is that one community development focus group said that community development is not only about economic development but also about changing people's lives through change in behaviour, attitudes and the lifestyle. This shows the importance of locating spiritual and cultural dynamics into the area of community development. This lends credence to the idea of community development being multi-dimensional and is part of the African philosophical context of “Ubuntu” where each individual's humanity is ideally expressed through his or her relationship with others and theirs in turn through recognition

of the individual's humanity (Broodryk, 2002: 21). Another conceptualization by Biddle (1965: 78-79) in Jeppe (1985: 26-27) emphasized the human element in defining community development as “ a social process by which human beings can become more competent to live with and gain some control over the local aspects of a frustrating and changing world”. The importance of the integrated facets of human life is that the human being is not in the environment but is also an integral part of the environment (Swanepoel and De Beer, 1998: 44).

5. 2.3. CHARACTERISTICS OF INTEGRATION

5.2.3.1 Collaboration

Managers described collaboration as the process of working and attempting to work together with other role players for the common goal of development. The managers understanding of collaboration fall short of what is entailed in the literature. Collaboration means more than the need for role players or stakeholders to have a systematic process in which they define how to work. Archer, Kelly and Bisch, (1984: 22) write that role players and community members are in the system together, define what is to be done, how, when, by whom, and most of all, why. In this way both role players and community members express their preferences and learn from the situations they shared from each other (Archer, Kelly and Bisch, 1984: 22). To collaborate therefore means to establish processes that are structured to be able to monitor and track the performance as the integrated approach unfolds.

The understanding by managers shows a lack of comprehensive conceptualisation of collaboration and this has an impact on the manner in which collaboration will be implemented by role players in community development. It means that stakeholders and communities must improve their efforts to work together in a comprehensive manner to integrate the programmes for community development.

5.2.3.2. Participation

74% of the managers and practitioners described participation as a process wherein communities are consulted, involved, developed and work together with other role players in development. 90% of community focus groups defined participation as a process of getting involved in their own development and are consulted on the activities to be undertaken by outside role players “bringing” development to the community. Participation is “viewed or considered an active process in which the participants take initiatives and take action that is stimulated by their own thinking and deliberation, and over which they can exert effective control” (Davids, Theron, and Mapunye, 2005: 114). Therefore, participation entails an active role of initiating and influencing processes for community benefit by community members themselves.

The conceptualisation of participation seems to lean on the side of the managers and practitioners viewing participation on the grounds of what they must benefit as the stakeholders, not what the community must benefit. Participation is supposed to provide “special insight, information, knowledge and experience which contribute to the soundness of community solutions” (Bowen, 2008: 67). Furthermore, the understanding by 88% of community focus groups point mostly to the outsiders bringing in development and therefore, communities need to be consulted or involved as such. This denotes that communities must play an active role while other role players need to support those efforts.

12% of community focus groups also explained participation as community members giving or volunteering their time and skills for the benefit of their own communities. Through that process they participate in the development of the community. This understanding points to the notion of the African philosophy perspective of being of service to the people and thus falls in line into the African

philosophy of development without anticipating material rewards for such efforts. The difference in the conceptualization points to the different dimensions or area in which government stakeholders and communities are located. Furthermore, the community development focus groups conceptualisation is in line with the African philosophy as expressed in Mtembu (1996: 222) who noted that at community level the integrative way of life is also practised through “ilima”, meaning a community in which ordinary people, relatives and friends rally around a family to lend support in ploughing or harvesting or building a house.

5.2.3.3. Community Empowerment

71% of the managers and community development focus groups understood community empowerment to be leaning towards project-based empowerment. 0,3% of focus groups sought to define community empowerment as involving the identification and utilization of local expertise in developments that are brought in by the role players. Swanepoel and De Beer (1997: 7) stated that empowerment does not necessarily refer to giving people facilities they were previously denied or life skills they lack. It is more of allowing the community to acquire power to make their own decisions in areas of development. Also, empowerment means that people in the community are made more aware therefore “becoming subjects in their own lives and developing a critical consciousness an understanding of their circumstances and their social environment and thus being able to make decisions” (Preston and Smith, 1996: 88).

This notion of development being “brought in“, creates an impression that development is only an external process and not something that is intrinsic to life. It creates the image that development happens only through external intervention. This reflects that role players including communities are not fully aware of what is community empowerment. Empowerment is more than that of only involving the project development and implementation in the communities. Community empowerment is therefore possible when “people feel a greater

sense of worth and recognizing that they can participate with others to influence conditions that affect them” (Homan, 2004: 10). This indicates that there is still a gap when compared to what is contained in the literature and what the respondents perceive to be empowerment. Therefore, the lack of understanding of empowerment means that integration and the integrated approach to community development will not be comprehensively implemented as expected if the sense of self worth is not given priority as part of the empowerment process in community development. It is therefore important that empowerment for communities must increase their potential to mobilize and manage resources and justly distributed improvements in their quality of life consistent with their aspirations (Swanepoel and De Beer, 1998: 8).

5.2.3.4. Partnerships

The study reveals that 100% of the community development project focus groups understand partnerships as the process of stakeholders assisting them to develop. However, the understanding reveals that the communities have not fully understood that partnerships must be established between the other stakeholders and the communities be treated as equal partners in development. Furthermore, the focus groups reflected the definitions that do not fall in line with the conceptualization of partnerships. This means that it will not be easy to develop and maintain partnerships by communities if they do not fully understand the concept. Partnerships are appropriate for involvement of communities in strategic partnerships with a wider focus, involving them from the outset, having an agreed and negotiated agenda with clear terms of reference. The challenge is ensuring that all partners are committed to community development process (Odendaal, 2002: 291-294). By linking the provision of integrated services to structured and formalized partnerships arrangements, stakeholder and communities are also able to be involved and therefore in a better position to prepare plans and budgets (White Paper on Municipal Services Partnerships, 2001: 10).

Therefore, the findings have revealed that in terms of the literature, partnership is an important element of integration and the integrated approach. However, in terms of practise, the perceptions of the respondents pointed to a lack of partnership in community development.

5.2.3.5. Co-ordination

57% of the managers and practitioners mentioned that co-ordination is done through meetings that are convened by particular stakeholders and 43 % stated that role players co-ordinate through the Inter-Governmental Forum, IDPs and that municipality has a responsibility to co-ordinate integration among the stakeholders. This explanations by the managers seem to suggest that co-ordination is mostly done on paper as they indicate that it is co-ordinated through the Integrated Development Plans and it has not been revealed as to how the IDP assist in the practical co-ordination . In terms of the Integrated Development Plans within the municipality must ensure that other officials fully participate in formulating and implementing the integration processes though the Integrated Development Plans (IDPs) (May 1999: 5). The varied responses reflect that there is still no coherent plan by which the integration and the integrated approach is co-ordinated. If there is no clear and coherent co-ordination, integration and the integrated approach to community development may not be fully realized. The findings are in contrast to what is contained in the literature which is that co-ordination as an important characteristic of integration is conducive to the optimal utilization of resources (Kotze, 1997: 30). This indicates a need for a more coherent plan on the co-ordination of activities around integration.

5.2.4. PERCEPTIONS ON THE EXTENT OF INTEGRATION AND THE INTEGRATED APPROACH BY ROLE PLAYERS IN COMMUNITY DEVELOPMENT

5.2.4.1. Knowledge of the role players

80% of the managers and practitioners have the knowledge of role players involved while community development focus did groups not reflect the full understanding and knowledge of role players involved. The community could not mention role players such as private sector and parastatals which are critical on integration approach to community development. This shows that communities are not yet fully informed of the integration processes so as to afford them the opportunity to understand and make ways to work with the key stakeholders involved.

Knowledge of stakeholders involved in integration and the integrated approach community development is very important as it provides a basis by which the integrated approach takes place, Swanepoel and De Beer (2006: 17-19) noted that various stakeholders, in their own way, are supposed to take part in integrated approach to community development. These stakeholders include public sector stakeholders consisting of National, Provincial and Local Government and parastatals such Electricity Supply Commission (Eskom) and donor organizations. The private sector consists of groups in commerce and industry and associations such as National African Federation of the Chamber of Commerce (NAFCOC). Non-Governmental Organizations consist of organizations whose mandate is to address specific problems in the field of community development such as health or housing.

Lastly, is the community-based sector founded and run by people within the communities. These include traditional leaders, politicians, women and youth associations. Swanepoel and De Beer (1998: 41-42) noted that community-based organizations' task is to act as channels of communication for development. Their work is to link up with outside organizations and to mobilize the local people, so that they can play their proper role in development. Community based organizations provide a basis for development, as they are bringing the community together around mutual concerns and needs (Swanepoel and De Beer ,1998: 41-42).

On the one hand this lack of knowledge on the critical role players suggest that integrated approach is not yet fully implemented by the role players whilst on the other indicates that communities will not be able to receive holistic intervention from the stakeholders and therefore integration does not take place comprehensively. The knowledge stakeholders involved in integrated community development is paramount for integration to have meaningful impact for the communities.

5.2.4.2. The manner in which managers and practitioners co-ordinate programmes

70% of managers and practitioners agree that co-ordination is mostly done through meetings and forums. However, it is not clear who convened the meetings and at what point. The findings indicate that although meetings are held for co-ordination of programmes they are still on an ad hoc basis which means that there are no clear time frames or structure. The stakeholders convene meetings and forums when it is convenient for that particular role player to consider integration. This shows that role players do not have structures to be fully utilised for integration but implement when a particular role players feels a need to integrate. The theoretical framework entails holistic planning and that stakeholders should co-ordinate for integration to happen. Swanepoel and De

Beer (2000: 127-128) mentions that co-ordination, as an element of integration states different role players should co-ordinate their efforts. "Governments, Non-Governmental Organizations (NGO's) and local communities (should) work hand in hand in order to maximize the impact of their efforts and to avoid unnecessary duplication or conflicts "(Swanepoel and De Beer, 2000: 127-128). The lack of effective co-ordination means that the integrated approach is not implemented holistically and means that communities will not receive appropriate services based on the integrated approach.

5.2.4.3. Extent of co-operation by managers

78% of the managers reported minimal co-operation by role players in community development. One of the characteristics of integration is that there is co-operation among role players on matters of community development. Co-operation helps in planning, sharing of information and plans to address the different needs of the communities in a comprehensive manner (ISRDP, 2004: 12). However, the findings reveal that there is still minimal co-operation by role players in community development. Archer, Kelly and Bisch (1984: 8) noted that in the systems theory, relationships and the interactions within and among the systems is very important in integration and it is the degree of interdependence of the parts that determines the degree of the wholeness of the system. Therefore, minimal co-operation by role players have a negative impact on the extent of integration by different role players. It is therefore important that stakeholders/role players devise means by which they would agree on the manner in which they should better co-operate. This would require proper planning adjustments made when the need arises as one of the important characteristics of integration and the integrated approach is co-operation of role players on matters of development. ISRDP (2004: 12) indicates that this leads to multi-faceted planning which in turn addresses the different needs of the communities in a comprehensive manner.

5.2.4. 4. Extent of collaboration by managers in community development

100% of managers reported that there is not enough collaboration of stakeholders in community development. This means that there is no proper collaboration of role players on matters related to integrated approach. Swanepoel and De Beer (2006: 20-22) noted that one of the barriers to collaboration is the “idea of negotiation and compromise being seen as negative and institutions surviving because they maintain their turf”. This is similar to manager’s view that stakeholders are still working in their own areas as individual organizations or stakeholders and are not willing to engage other stakeholders as much as they should. From an African philosophical perspective, the findings indicate a tension between individualism and collectivism. Wiredu (2004: 337) asserts that in collectivism, whatever happens to the individual happens to the whole group. Therefore, this means that stakeholders are still operating in isolation rather than in a collective manner.

It must also be noted that although the systems theory does not provide guidelines and prescripts for the way operations are carried out, it serves as a framework for emphasizing the cross influence of systems and subsystems (Lombard,1991: 15). Gray (1998: 17) also states that the ecological systems theory views people and the environment as interacting systems which reciprocally influence each other. Collaboration is critical to ensure that different role players are able to work with and amongst themselves and the respective communities in implementing the integrated approach. Therefore, although there is minimal collaboration, there is a need for stakeholders and communities to change their mindsets and find a better way of collaborating to comprehensively enhance integration in development.

5.2.4.5. Extent of integration by managers and practitioners

83% of the managers and practitioners reported that there is not enough integration of stakeholders in community development. This reveals inadequate integration by role players in community development. Davids, Theron and Mapunye (2005: 137) noted that lack of integration is evident in that there is not enough social mobilization of communities around integrated development. There is also a lack of commitment to integration of information, activities and plans around development (Davids, Theron and Mapunye, 2005: 137). The lack of integration in community means that there is no proper implementation of integration. The holistic perspective or holism means that no single aspect of a community can be understood unless its relation to other aspects of the community's total way of life is explored (Archer, Kelly and Bisch, 1984: 5-6).

Blakey (1979: 17-21) in Kotze and Swanepoel (1986: 2) noted that integration in community development is a method of planned change accepts that people can find ways to solve their problems through collective efforts and it subscribes to the belief that people's productive potential can be enhanced through the creation of integrated programs. Therefore the minimal integration is not only to the detriment of the community but it also reflects that more commitment by role players is needed.

5.2.4.6. Level of community empowerment

57% of the managers and practitioners believe that the community is still not fully empowered. Certain bodies or institutions have an important role to play because of their economic, social, political or moral position within the area. Community leaders also have a responsibility to mobilize community involvement and support towards the integration processes (May and Schalwyk, 1999: 5-6). This demonstrates that although there is some empowerment to some degree, however, the majority of the communities are still not fully empowered.

Bedford, Gorbis and Hampson (2008: 497) identified processes and outcomes of community empowerment as influential. This denotes that communities are able to take part and influence decisions, services and activities. Moreover, community empowerment increases people's knowledge and confidence and instills a belief that they can make a difference. In terms of the explanations, the communities are still not fully empowered as they are still unable to confidently make those decisions that affect their lives. The findings points to importance of community empowerment at the community level. Preston (1996: 89) put this into perspective when the author indicated that empowerment is important as a process by which people, organizations and groups become aware of power dynamics and develop skills and capacity thus gaining control over their lives.

Therefore stakeholders need to make concerted efforts to establish community empowerment at a maximum level. Furthermore, "certain bodies or institutions have an important role to play because of their economic, social, political or moral position within the area" (May and Schalwyk, 1999: 5-6). Community leaders also have a responsibility to mobilize community involvement and support towards the integration processes. Any efforts to improve integration must also take into account the acceleration of programmes related to community empowerment.

5.2.4.7. Partnerships arising from integration and the integrated approach

70% of the managers and practitioners reported that no partnerships had been formed due to activities around integration. It has been explained that role players do not fully understand partnerships as important characteristic of integration and the integrated approach. Subsequently, the findings confirm that there is lack of partnerships and this may also due to that lack of understanding. This shows that there is a lack of partnerships that have been formed as a result of integration though there have been some activities by few role players in the implementation of partnerships. This indicates a need for well-structured and properly implemented partnerships that can lead to significant improvements in

the efficiency of service delivery (White Paper on Municipal Service Partnerships, 2001: 10). Therefore, partnerships play a major role in enhancing integration and the integrated approach to benefit not only communities but the other role players as well.

5.2.4.8. Level of community participation in development.

100% of the community development focus groups mentioned a low level of broader community participation due to the fact that communities do not adequately participate and on the other hand are not extensively consulted. Therefore, this reflects a lack of participation of communities in development programs.

The participation of community members therefore enhances their opportunities to influence the shape of their future. Du Mhango (1998: 12) indicated that the people's own knowledge of their area is a better resource for development rather than relying solely on outside people for their skills. The people's skills and "initiative needs to be exploited to the fullest and made use of in the development processes" (Du Mhango, 1998: 12). For development to succeed, it needs to have the support and involvement of the wider community as this is crucial to ensure that integration is fully implemented because community participation also transcends "sharing and giving of basic resources as among human beings" (Mtembu, 1996:220). This has been evident at the community level in African societies where individuals within communities felt a need and an obligation to assist fellow human beings. These actions are done with no expected gains except the high probability of reciprocity (Mtembu, 1996: 222). The stakeholders need to take cognizance of the fact that there needs to be maximum participation by communities in development. The findings reveal that for development to succeed requires the support of the wider community for integration to be fully implemented.

5.2.5. Perceptions on community participation

5.2.5.1. Community project member's participation in community development

100% of the community focus groups reveal that they are participating actively in their own development to create better conditions for members. They are willing to participate as long as their initiatives are acknowledged and they have the support they need to enhance participation. Community participation serves immediate instrumental goals such as the identification of needs which are felt as well as the mobilization of local resources. But it also promotes broader social development ideals by allowing communities to participate fully in decision-making for development hence ordinary people experience fulfillment, which contributes to a heightened sense of community and a strengthening of community bonds (Midgley, 1995: 130). This supports the thinking that through collectivism the individual in any community becomes conscious of his/her own being only in relation to other people (Sogolo, 1993: 191). Also, Burkey (1993: 56) in Schenk (2000: 63) also writes that participation is essential for human development. It is through participation that self-confidence, pride, creativity, responsibility and co-operation develop and people are empowered.

Therefore integrated approach will help to enhance community participation in community development and as such their participation should ensure that their creativity and confidence is recognized. This finding is in contrary to the perceptions of the managers and practitioners who explained that community members are not willing to participate adequately in community development initiatives. The differences in perceptions may be due to the manner in which the managers/practitioners and community development focus groups view participation in their sphere of operation. This may also points to a gap in community participation as expressed by both groups of respondents.

5.2.5.2. Nature of participation by community development members in development

87% of the managers and practitioners seem to be aware of their responsibility to encourage direct participation of communities in their development. Communities should own the process of development through active community involvement and structures. However, 13% of the managers and practitioners felt that communities must demonstrate commitment to development that has been “brought” to them. Therefore practitioners need to facilitate development, rather than bringing or taking development to the people as that would demonstrate the top-to bottom approach that does not allow community members to participate as equal partners in development.

Furthermore, according to Kumar (2002: 24-25) community participation helps communities to influence the direction and execution of programs with a view to enhancing their well being as community. It is through participation that a “solid local knowledge base is used for development and the knowledge the outsiders don’t have”(Swanepoel and De Beer, 2006: 28-29). Therefore there is a need by the role players to facilitate and ensure an environment for enhancement and enablement of community participation.

5.2.5.3. The manner in which community development projects were initiated

63% of the community development focus groups indicated that community members had initiated the projects themselves out of the dire need to get out of poverty while 37% indicated that projects were initiated as a result of the interaction between communities and the role players (Department of Social Development). The initiative by the communities points to an awareness and a desire by community members for a change for the better in their lives and

communities. In order to reach this stage, the community members needed to have that critical awareness to start programmes for themselves. This brings in two dimensions of community development. The first action by the communities is in line with Gray (1998: 58) who says that community development is a method of intervention which emphasizes the involvement of people within localized communities in proposing and promoting development priorities for their own communities.

Three focus groups were partnered with Government Departments which is in line with the United Nations (1963) definition of community development cited in Thomas (2000: 7) as “the efforts of the people themselves are united with those of governmental authorities to improve the economic, social and cultural conditions of communities and integrate these communities into the life of the nation and to enable them to contribute fully to national progress”.

The responses show that stakeholders work together with the community and this should be promoted as the development currently necessary in South Africa. This study also reveals that communities are able to initiate programmes on their own. This indicates that community development arises out of needs identified and felt by the communities; however, because they may not be well capacitated in terms of resources they require the practitioners to facilitate community development in partnership with the communities

5.2.6. PERCEPTIONS ON THE IMPACT OF INTEGRATION IN COMMUNITY DEVELOPMENT

5.2.6.1. Benefits by communities from integration and integrated approach

51% of the managers and practitioners reported that communities are able to access and demand different services from stakeholders and those funds were invested by different stakeholders in the community to speed up development.

However, 49% of felt that communities have not benefited from integration and this applies mostly to areas where it has not yet been implemented by the role players. Through integrated approach, communities are able to have knowledge of and request for “holistic” services that are appropriate for their own needs at a particular given time. Through integration there is less duplication of services and resources are shared, therefore increasing the likelihood of an improved and comprehensive intervention. Furthermore, benefits include transfer of skills, and decrease in negative social behaviour and an overall improvement in service integration. Also integration and the integrated approach helps to develop community projects with the expertise from different fields and this would lead to the development of the projects into economic ventures that would create opportunities for community members.

Therefore, integration and the integrated approach become the most important strategic intervention for the development of people at community level. Theron (2005: 147) notes that it serves as a catalyst for growth and development through engaging people at grassroots level.

5.2.6.2. Community responses on the extent to which different role player's offer services to communities

100% of the community focus groups reported minimal levels of integrated intervention by the stakeholders. For development to be successful the various areas of development are multi-sectoral and cannot and should not be treated in isolation (Yimam, 1999: 291). Therefore a multi-disciplinary and multi-sectoral approach is necessary in order to ensure a well co-ordinated integration and the integrated approach to community development.

5.2.7. CHALLENGES TO INTEGRATION AND THE INTEGRATED APPROACH TO COMMUNITY DEVELOPMENT

5.2.7.1. Challenges experienced by management and practitioners

78% of managers and practitioners cited poor attendance to forums for integration, limited participation by stakeholders, different operational plans and programmes that are not integrated. 22% of the respondents mentioned confusion of roles, lack of commitment to participate and no “clear co-ordinating body” on integration and integrated approach. Turner (1986: 533) noted that problems within systems and internal functioning often occur when roles, norms and contracts are unclear and poorly developed. Davids, Theron and Mapunye (2005: 137) highlight challenges to integration and the integrated approach as lack of proper interpretation and co-ordination of programmes. Furthermore practitioners spend less time informing, negotiating and consulting with others (Ovretveit, 1993: 185). This includes stakeholders not having time to establish and maintain systems to encourage co-operation and communications and secondly not making time and missing meetings (Ovretveit, 1993: 185).

The other challenge around integration and the integrated approach is the perceived competition that exists among stakeholders, which prevents integration and co-operation. There are constraints such as rigid professional attitudes which include the reluctance to work together amongst practitioners (De Beer and Swanepoel, 1997: 47-48). It is important that stakeholders are fully aware of the challenges and develop ways and processes to address those challenges. The lack of participation as revealed in the findings entails a gap in terms of integrating in community development. In the literature, integration entails participation of the local population in development (Coetzee and Lightelm, 1989: 355). Therefore, this points to a need for enhancing participation in community development.

5.2.7.2. Challenges faced by community development project members on integration

75% of the Community development project focus groups noted that there is a lack of participation by other stakeholders, who are supposed to contribute to development. There is no synergy in the implementation of programmes by different people, and this causes confusion in communities. 15% of the community groups mentioned confusion is experienced by communities due to various programmes that are brought in by different people who operate as individuals without integration and the integrated approach by the various role players.

One of the challenges of the implementation of the integrated approach is the lack of thorough consultation with other stakeholders and communities (Davids, Theron and Mapunye, 2005: 137). Therefore communities and other stakeholders are not an inclusive part of the integration as they should be (David, Theron and Mapunye, 2005: 147). Rodway (1986: 527) highlighted on the systems theory despite the challenges, the boundary between the systems must be permeable or flexible in order to enhance the need for mutuality and nurturance between the subsystems. It has to be noted confusion on the roles that are supposed to be played by the role players has also been noted by the community focus groups and this poses a challenge on the stakeholders to ensure that difficulties between action systems, operating procedures, communication channels and membership components are carefully delineated and monitored (Rodway, 1986: 525). This points to a need by the stakeholders to examine processes of consultation so that integration and the integrated approach to community development is implemented.

5.2.8. Values related to integration and the integrated approach to community development

56% of the community development focus groups mentioned values include respect for each other and respect for differing views by stakeholders and role players while 44% highlighted consultation with each relevant role player and close co-operation were important. Odetola and Ademola (1985: 45-46) write that traditional African values emphasize integration, the group rather than the individual, on solidarity than on the activity and needs of the individual and more on the communion of persons than on their autonomy (Odetola and Ademola, 1985: 45-46). The majority of the responses from the focus group members supported this line of thought. This shows how values are important in integration. The findings have confirmed that values such as co-operation, consultation and respect for each other are very important in the African community.

To enhance integration and the integrated approach, stakeholders need to respect each other to establish close working relations and to consult extensively with other partners in development. These values would help to greatly improve the level and the manner of co-operation and community development integration. Therefore, African people in particular South Africans of all races need to enhance or develop values peculiar to the South African situation to embrace integration in social, economic, psychological and spiritual environments.

5.2.9. Lessons learnt on integration

100% of managers noted benefits in terms of skills, resources and knowledge pumped into the community and the delivery of one-stop services to the people of the district in a cost effective and value-for-money manner. The group also noted that integration offered more resources which contributed to better service

delivery to communities. 86% of the practitioners highlighted combined efforts and improvements in co-operation by stakeholders and communities. 14 % of the practitioners indicated that personnel with expertise are able to share and transfer skills to the communities to ensure sustainability of the projects started. 80% Community development focus groups mentioned joint planning and implementation by the stakeholder's leads to better results. 20% highlighted social cohesion, which translates to improved participation in development initiatives by the communities.

Patel, Africa and Magwaza (1997: 20) noted that benefits of integration and the integrated approach in community development are that most urgent needs of the poor and the marginalized are addressed on the basis of utilizing economic, social, and environmental potential and thus increasing cost-effectiveness in the development, delivery and management of services (Patel, Africa and Magwaza, 1997: 20). Therefore, integration in community development makes communities "competent in leading discussions and in locating, obtaining and using resources in an integrated manner" (Taylor and Roberts, 1985: 46). Dhumango (1998: 7-8) agrees that integration leads to involvement of officials, professionals and the development project beneficiaries, or 'grassroots', as partners in the joint venture planning process.

Therefore, this demonstrate that managers, practitioners and community development focus groups noted "One Stop" shop service where all stakeholders work together and share resources to deliver comprehensive services to the community. This also means that communities are able to access different services and resources that are beneficial to them and work in partnership with other role players. It is important to note that this entails co-operation as an important value in African philosophy and characteristic of integration and the integrated approach to community development. Co-operation also increases social cohesion amongst the role players including communities and this has a

positive impact on the implementation of integration and the integrated approach in community development (Gbadegesin, 1991: 65).

5.3. CONCLUSION

One of the objectives of the study was to develop a conceptual understanding of integration and the integrated approach as perceived by the subjects of the study. The findings have revealed that different role players and communities have defined integration but their interpretations are varied definitions between them. The conclusion points to a lack of uniform conceptualisation of integration and the integrated approach to community development, the Integrated Sustainable Rural development Program (ISRDP) and community development. Despite differences in the conceptualisation by the managers, practitioners and community development focus groups, integration and the integrated approach can be defined as the coming together of different stakeholders for a common goal of working together in community development. Furthermore, the conceptualization of the ISRDP by the respondents excluded an understanding of the Alfred Nzo District as one of the areas selected as the “node” specifically because of underdevelopment. The lack of understanding of the ISRDP as the important programme is saying that although there is understanding it is not adequate within the context to which the programme was introduced in the first place. Therefore it can be concluded that there is a lack of uniform understanding of the ISRDP by role players including communities.

Respondents referred to community development mostly in terms of economic development. This clearly suggests that there are gaps in terms of understanding community development as integrated development encompassing the social, spiritual, economic, political, cultural, ecological and psychological elements. This reflects a lack of uniform conceptualisation of the concept of community development. The ecological systems theory points to the interrelatedness of systems and seeks to balance social, political, economic cultural factors (Schenk,

2000: 21-22). This has not been mentioned in terms of community development by most respondents.

The study has also revealed varied and lack of uniform understanding the characteristics of integration in participation, collaboration, co-ordination, collaboration, community empowerment and Partnerships. On determining perceptions on the extent of integration and the integrated approach to community development, the findings have revealed the following; although there is minimal co-operation and co-ordination of role players, it is taking place. However, there is no coherent plan for co-ordination and this creates confusion of roles and responsibilities among the stakeholders/role players. This revealed a lack of effective co-ordination by various role players in community development. There is still a lack of collaboration as well as lack of partnerships as elements important to integrated approach in community development. The findings pointed mostly to lack of implementation of integration and the integrated approach. Therefore, communities are not fully aware of the integrated approach to community development and how to utilise it to seek services based on the policy of integrated approach.

The findings have revealed that communities have a central and important role to play on matters of integration. It has been established that communities are able to integrate their own areas when made aware of integration. Thus, integration needs communities to participate fully in integrated development processes. However, it has also been discovered that due to the lack of effective co-ordination and participation of communities in integration and the integrated approach, communities are not fully aware of the integrated approach to community development and how to use it in their own development.

The study has also revealed respondents perceive that integration has had an impact on communities and other role players and that integration led to sharing of scarce resources by the stakeholders/role players, elimination of duplication of

resources and joint planning for community development. Furthermore, communities have benefited through the delivery of integrated services and the transfer of skills by role players. The conclusions points to effect of the implementation of the integrated approach to community development by role players. The findings have further revealed challenges that include a lack of resources such as finance and human resources to integrate adequately. Other challenges include poor or lack of commitment on participation from role players. Also role players still continue to operate in isolation with poor or lack of coherent planning and implementation together. Furthermore, role confusion and lack of a clear central role of integration were cited as other challenges. These challenges indicated that on the one hand the challenges are due to lack of effective co-ordination of integration , whilst on the other point to a definite need for improvement in integration and integrated approach plans and processes in community development.

One of the aims of the study was to identify if there were any lessons learned on integration by different role players in community development within the area of Alfred Nzo. The findings showed that lessons learned include the concept of “One Stop Services, the transfer of skills, sharing of resources and less duplication and joint planning. Thus, it is clear that integration helps stakeholders/role players to integrate plans and processes in community development. The lessons also point to the impact the integration has on the communities as well to the role players involved.

5.4. RECOMMENDATIONS

In view of the findings presented, analysis made, the following are proposed recommendations to improve on the implementation of integration and the integrated approach to community development. These recommendations have been made on the basis of the findings and analysis from the study.

5.4.1. CAPACITY BUILDING INITIATIVES

One of the objectives of the study was to develop a conceptual understanding of integration and the integrated approach to community development. The findings have shown varied understandings between the role players and community development focus groups. One of the areas important to implementation is a better understanding of the terms integration and the integrated approach and the ISRDP. Due to differences in conceptualization between the practitioners and the communities, it is recommended that the practitioners must be capacitated appropriately in various areas of community development. Some of these practitioners have not been trained in “the basic terms and theories applicable to the practice of integration and the integrated approach to community development”. Thus, they do not fully understand integration and other aspects that affect their work as practitioners (Swanepoel and De Beer, 1992: 111).

Furthermore, it is recommended that managers and practitioners should have periodical in-service training on these concepts to ensure continuity in offices even when key staff has left that area of operation. Community development consultation workshops must be held on a regular basis to bring communities up to the same level as other role players in terms of conceptual understanding and implementation for integration. This entails the need to include communities in planning and implementation so that a meaningful strategy is developed that ensures synchronization of roles between the communities and stakeholders.

5.4.2. IMPROVEMENT IN CO-ORDINATION

Another objective of the study was to determine the extent to which integration is perceived to have taken place by different role players. The study has discovered that there is a lack of effective co-ordination of integration by role players/stakeholders. This stems from no clear lines of accountability for planning and implementing integration. Therefore, due to problems related to co-ordination of integration, Rodway (1985: 525) indicates that problems within a system and in internal functioning often occur when roles are unclear and poorly developed. Therefore operating procedures, communication channels and membership components all need to be carefully delineated and monitored. In order to ensure the delineation of roles and maintenance of smooth processes and an integrated approach to community development, the following is proposed:-

5.4.2.1. Short – medium term intervention:-the District municipality must take a proper lead in co-ordinating integration planning and implementation in community development.

5.4.2.2. Medium to long-term intervention – the creation of the District Co-ordination Unit at District Level to manage integration processes. The Directorate must co-ordinate all departments, municipalities and other relevant role players within the District. This Unit must be led by a role player such as in the category of General Manager who will have delegated powers to co-ordinate processes across all departments located in the office of the Premier. Co-ordination is made more difficult if the “co-ordinator has to rely on persuasion and influencing rather than on delegated powers” (Kotze, 1997: 31). Thus, there will be a clear definition of roles on planning and implementation of programmes so as to ensure “that there is no confusion” (Davids, Theron and Mapunye, 2005: 137).

5.4.3. RESOURCE MOBILIZATION AND PLANNING

The study explored issues and challenges faced by the role players in the integrated approach to community development. One of the challenges derived from the findings around implementation of integration is lack of resources. Therefore it is recommended that there must be provision of more resources allocated to areas of integration in community development. These include finance, transport and human resources. Also there must be alignment of budget cycles between the departments and the municipalities. This will assist in the timeous planning, implementation and monitoring and ensure well co-ordinated budget processes. An integrated approach further entails that the budget is aligned and activities by different role players ensure synchronization in terms of planning and implementation (ISRDP, 2004: 12-13).

5.4.3.1. Strengthening intergovernmental relations

The White paper on Local Government (1997) has established a system of co-operative governance where despite the fact that departments are distinctive interdependent and interlinked, they are required to function as a whole to develop multi-sectoral perspectives.

At the district level this is done through the Inter-Governmental Forum. This is a forum where all departments, the district and local municipalities come together in a program of integration in community development. In terms of the White Paper on Local Government, some of the tasks of this forum include promotion and facilitation of co-operative decision-making. The elements are to co-ordinate and align priorities, budgets and activities across interrelated functions and sectors. To improve on the budgeting and community participation on integration, this forum must be effectively utilized to look specifically at the issue of integrated activities in terms of plans, budget and operations. This will assist in the timeous planning, implementation, monitoring and ensuring of well co-ordinated budget processes.

5.4.4. PARTNERSHIPS

The study examined perceptions on the extent to which community members participate in integrated community development processes. The study has revealed that there is still a lack of partnerships among the stakeholders working in the area of community development. It is proposed that there must be formalization of partnerships to implement integration in community development. Well-structured and properly implemented partnerships can lead to significant improvements in the efficiency of service delivery. Greater efficiency means that significantly more resources can be delivered while still remaining within the overall budget limits (White Paper on Municipal services partnerships, 2001: 10).

By linking the provision of integrated services to structured partnership arrangements, stakeholders and communities are also able to understand costs, and therefore are in a better position to prepare plans and budgets (White Paper on Municipal services partnerships, 2001: 10). This also includes cascading partnerships to all levels of implementation (ISRDP, 2004: 47). This indicates a need to improve on the partnerships formed, in order to benefit the community.

5.4.5. PLANNING PROCESSES

The study examined the extent to which community members participate in the integrated approach to community development. It was found that one of the challenges facing integration is the apparent lack of proper planning by the different role players. It is proposed that all stakeholders must be involved in planning in the early stages of the planning processes in the departments. Operational plans must include specific areas of integration to be addressed and how these will be met in respect of resources. Integration of plans must be formalized and activated within performance agreements and the work plans of the different role players and other entities. "Periodic reporting, feedback and monitoring mechanisms" must be put in place to act on the challenges identified (Smit and Cronje, 1992: 93).

The White Paper on spatial planning and land use management (2001), states that efficient and effective planning requires integrated and co-ordinated effort from the government and other sectors. This also suggests that planning should be a consensus building exercise about what should be done, and how. This necessitates a clear definition of the roles and responsibilities in order to avoid duplication, conflict and wastage of resources (White Paper on spatial planning and land use development, 2001).

5.4.6. COLLABORATIVE PLANNING

It has been established through this study that stakeholders do not collaborate as they should. In order to improve, planning through collaboration is important. Gray (1991) in (Peterman, 2004: 271) indicated that the collaborative process involves adoption of shared rules, norms and structures for decision-making, acceptance of joint ownership and responsibility for decisions. The stakeholders/role players need to engage in.

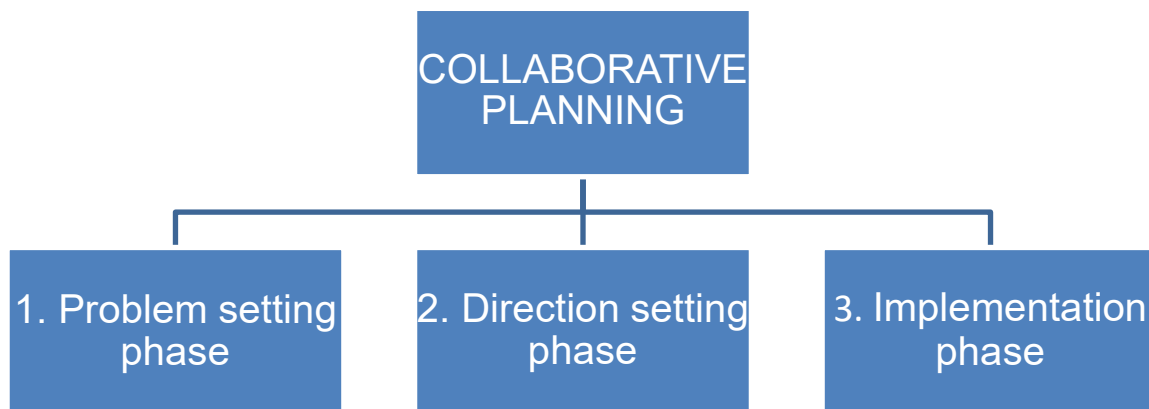


Figure 6: The depiction of various systems of collaborative planning

Figure 6 above suggests and outlines three components of a collaborative process by Peterman (2004: 271-272). The researcher recommends adoption for implementation by stakeholders/role players, to improve integration. These could be customized to fit the Alfred Nzo operational area. The Collaborative planning is based on the following:-

- (i) The problem setting phase: Bringing stakeholders together, obtaining commitment to work collaboratively and developing a structure to facilitate the collaborative process.
- (ii) Direction setting phase: Stakeholders working together to identify problems, exchange information, resolve conflicts, determine common objectives and achieve consensus.
- (iii) Implementation phase: Stakeholders establishing a structure and approach for implementation monitoring and measuring outcomes.

5.4.7. PERFORMANCE CONTRACTS

It has been established through this study that one of the challenges of integration is the lack of commitment by stakeholders to implement in an integrated manner. The researcher recommends that to improve on the commitment of stakeholders, performance agreements of the stakeholders must be utilised at local level up to the upper level within departments and municipalities. These must form the basis for securing the delivery of services in an integrated manner. These performance contracts/agreements must reflect the lines of authority and responsibility within the budgetary structures. The intention is to bind those responsible for service delivery identified through the integrative process at the local level (ISRDP, 2004: 36). In addition during the planning processes stakeholders should in their strategic and operational plans reflect planning that involves integrated efforts and the how these have been supported by resources.

5.4.8. MONITORING PROGRAM PERFORMANCE

Due to the limitations related to integration efforts in community development, the following is proposed: It is recommended that monitoring of the programmes encompassing integration is very important in order to “track progress and impact, to indicate adjustments that should be made and to spread the benefits” of these lessons to other areas of the Alfred Nzo District (ISRDP, 2004: 3).

5.4.9. LESSONS LEARNT ON INTEGRATION

In conclusion, one of the aims of the study was to determine the impact if any, of the integrated approach to community development and to identify lessons learnt on integration and the integrated approach to community development. The lessons learnt are presented below:

5.4.9.1. One stop services

The study has revealed that one of the lessons learned on integration which benefited the communities was the implementation of the one-stop shop services. Figure 6 represents the idea of one-stop shop services that has been the focus of delivery of integrated services in the Alfred Nzo District.

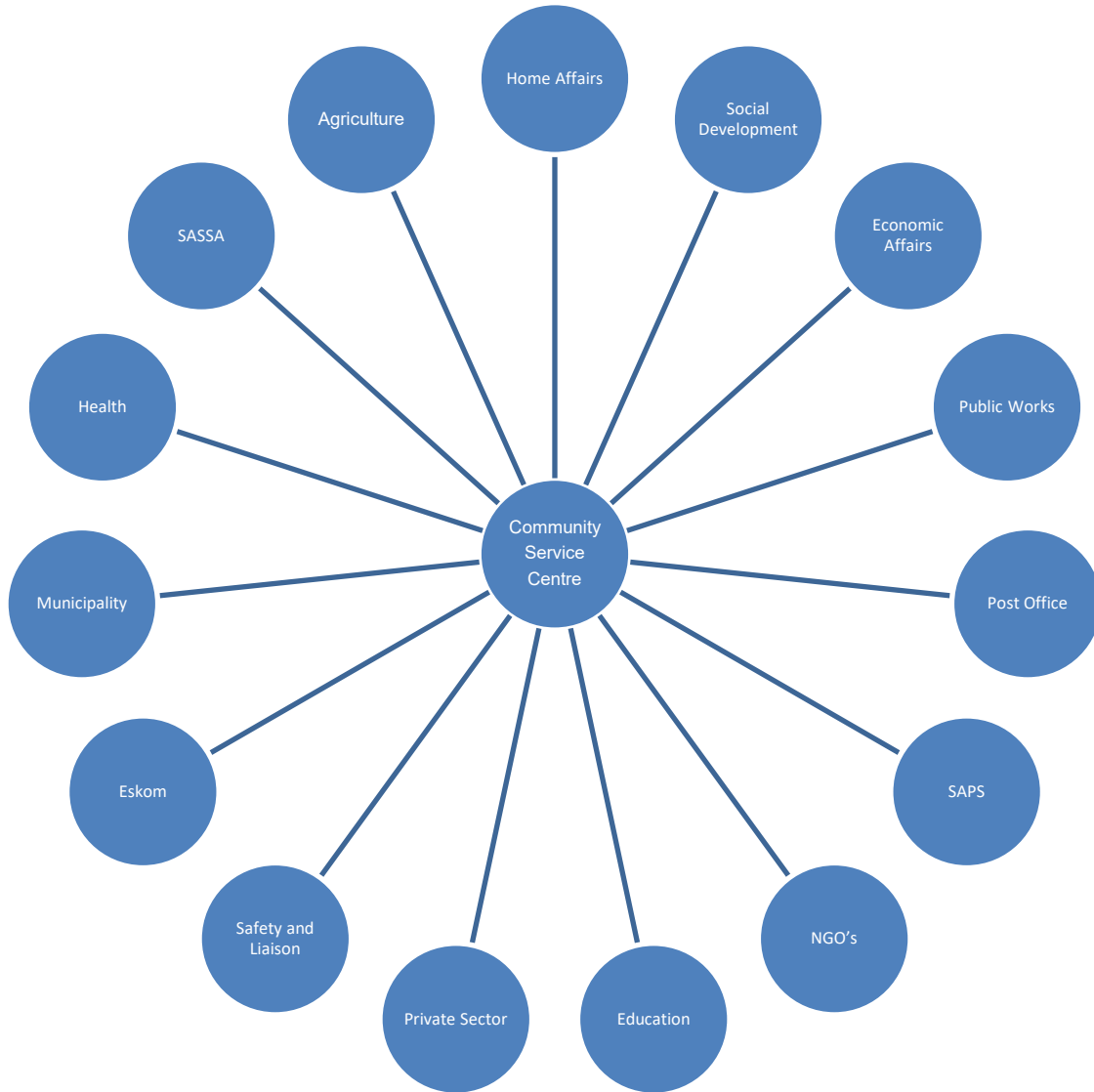


Figure: 6. An illustration of the One-stop services concept

This illustration on Figure 6 above is a concept of the Alfred Nzo District where different departments and sectors pull resources together to offer services in an integrated manner in areas that are remote, not easily accessible by transport or where services are irregular. This concept arose out of the need to intensify efforts towards integration and an integrated approach in community development. Figure 6 indicates different departments available within the area of Alfred Nzo. This circle demonstrates the circle of courage wherein

stakeholders/role players put their efforts together to bring about an integrated implementation plan for the remote areas of the District. This has assisted in bringing about much needed resources to areas not easily accessible.

5.4.9.1.1. The benefits of the one-stop services

Based on the GCIS website on Thusong service centres, the following have been adopted as benefits for the idea of the one stop services. For communities, it services must be accessible, affordable and are delivered according to acceptable standards of quality and accessibility. For societies, it must support the furtherance of important societal goals, such as empowerment, (<http://www.thusong.gov.za>), enhancing the capacity of the communities and stakeholders, to identify, plan, implement, monitor and evaluate the broader and more innovative range of activities. Lastly, it must provide a simple yet effective framework that achieves value for money and serves as the catalyst and focal point for capacity enhancement activities (<http://www.thusong.gov.za>).

It is also proposed that each financial year, stakeholders must plan together on which services to integrate and bring to communities. The Integrated services have been implemented in communities, resulting in the integration of services in terms of cost effectiveness and easy access by communities. The concept of a One Stop Service needs to be expanded to the Thusong service centres (which were formerly known as the Multi-Purpose Community Service Centres) initiated in 1999 as one of the primary vehicles for the implementation of integrated services, primarily in rural communities (<http://www.thusong.gov.za>).

5.4.9.1.2. Thusong Service Centres

The following proposal is made for the establishment and implementation of Thusong Service Centres (Multi-purpose Community Service Centres—a government concept that entails different departments and other sectors coming together to bring holistic services closer to where people live). Thusong Service

Centres are One Stop integrated service community development centres with participation and services relevant to community needs. They aim to empower the poor and the disadvantaged through access to information, services and resources from government and other sectors, NGOs, parastatals and businesses enabling them to engage in programmes for the improvement of their lives (<http://www.thusong.gov.za>).

The Government Communication and Information Service Department indicates that typical services in these centres include those from the departments of Home Affairs, Agriculture, South African Social Security Agency (SASSA), Social Development, Post Office, South African Police Service (SAPS), Municipal Services and others (<http://www.thusong.gov.za>). Specific benefits of the Thusong service centres include integrated service delivery and access to services and information, closer to where people live. It further includes Local Economic Development (LED), access to information technology (IT) and a platform for partnerships which empower communities through for example projects that encourage self-employment (<http://www.thusong.gov.za>).

In conclusion, it is hoped that the research findings will contribute to the improved understanding of the importance of the integrated approach to community development. The researcher hopes that stakeholders will devise means for better co-ordination of integration and participation of communities and that overall the integration and the integrated approach to community development will become a special area for implementation of high impact community programs and thus receive recognition and support from the relevant stakeholders involved in community development.

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7. APPENDICES

APPENDIX A

The researcher, N E MANQINA is currently doing Masters of Arts (student) Research at Fort Hare University. The purpose of the study is to explore the concept of an integrated approach to implementation in community development within the context of the Integrated Sustainable Rural Development in the Alfred Nzo Municipalities. Your participation will assist in ensuring this understanding within Alfred Nzo and what has been and can be done in the area of integrated services.

It is hoped that the study will contribute towards the improved integrated services not only for the district, but also for the province.

QUESTIONNAIRE for Senior Managers, Managers of Community Development Practitioners from the Departments of Social Development, Agriculture, Municipalities, Economic Affairs, Health, Sports, Arts and Culture and NGOs.

1. ROLE PLAYERS AND STAKEHOLDERS: PROFILE INFORMATION

1. What is the nature of your current responsibilities?

- Manager
- Senior Manager
-

2. Your area of operation

- Alfred Nzo District
- Umzimvubu Service /Area
- Matatiele Service /Area

3. Period in the current employment

- 0-5 years
- 6-10 years
- 11-15 years
- 16 and above

2. CONCEPTUAL UNDERSTANDING OF KEY TERMS COMMUNITY DEVELOPMENT!!

4. What is your understanding of integration?

.....

5. What is your understanding of the Integrated Sustainable Rural Development?

6. What is your understanding of community empowerment?

.....
7. What is your understanding of participation in community development?
.....

8. What is your understanding of collaboration within the ISRDP?
.....

**3. EXTENT OF INTEGRATION AND CO-ORDINATION BY STAKEHOLDERS
IN DEVELOPMENT**

9. How do you integrate departmental programs with other role players?
.....

10. Is there any co-operation by the different role players in community's
development projects?

☐ Yes

☐ No

Please support your
statement.....

11. How does your organization co-operate with others in community
development?
.....

12. How is this co-operation co-ordinated?
.....

13. Do you think the community has been empowered?

Yes / please provide reasons for your answer?

No/ Please provide reasons for your answer?
.....

14. What is ISRDP role in community development?
.....

15. Who are the role players involved in integrated community development?
.....

16. Do you see ISRDP as a separate program or as part of your delivery
mandate?

Yes: please support your statement
.....

No: please support your statement
.....

17. How does working together as different role players assist you in planning for community development?
.....

18. Are there any partnerships that have been formed due to integration?

- ☐ Yes
- ☐ No

19. What is the nature of these partnerships?

- Good to Cordial
- Fair
- Better
- Excellent

Elaborate on your choice of answer.....

20. What do you think of the capacity to work together as different role players in this District?

- Enough
- Not enough
- Minimal

Provide reasons for your choice of answer.....

21. How are the skills programs for projects co-ordinated within the context of integration in community development?
.....
.

22. Do you feel that the community is empowered?

- ☐ Yes
- ☐ No

Please support your statement.....

23. What is the level of community involvement in development?

- ☐ High
- ☐ Medium
- ☐ Low

Please provide reasons.....

24. Do you feel that there is enough integration by different role players within the ISRDP context?

If-yes, please explain.....

If no, please explain.....

25. How would you describe the relationship between your organization and other role players in integrating in community development?
.....

26. What is the level of stakeholder co-operation in integration in community development?.....

27. Do you feel that there is enough collaboration of stakeholders and role players in community development?
.....

- Yes –please elaborate.....
- No ... please elaborate.....

4. PARTICIPATION IN COMMUNITY DEVELOPMENT!!

28. What kind of participation and involvement would you like to see by community members?
.....

5. CHALLENGES FROM INTEGRATION

29. What challenges are you facing as a manager in integrating with other role players in community development?
.....

30. What are the challenges faced by your organization in integrating with other organization in community development?.....

31. What are the challenges emanating from collaboration efforts in integrating development?
.....

32. What can be done to address the challenges?.....

6. IMPACT OF INTEGRATION IN COMMUNITY DEVELOPMENT

33. Has the community benefited from the integration of different role players?
.....

If yes, please elaborate
.....

If no, please elaborate
.....

34. What are the main benefits of integrated services in community development?

.....
7. LESSONS LEARNED FROM INTEGRATION

35. What do you consider to be the main lessons on integration?

.....
36. What are your recommendations in improving
integration?.....

APPENDIX B

COMMUNITY DEVELOPMENT PRACTITIONERS: Community development practitioners from the departments of Social Development, Agriculture, Municipalities, Economic Affairs, Health, Sports, Arts and Culture and NGOs in Alfred Nzo. The researcher, N E MANQINA is currently doing Masters of Arts Social Work (student) Research at Fort Hare University East London Campus. The purpose of the study is to explore the concept of integration and the integrated approach to implementation in community development within the context of the Integrated Sustainable Rural Development in the Alfred Nzo Municipalities. Your participation will assist in ensuring this understanding within Alfred Nzo and what has been and can be done in the area of integrated services. This research is only for the purposes of the study. The study will contribute towards improved integrated services not only for the district, but also for the province.

1. ROLE PLAYERS AND STAKEHOLDERS: PROFILE INFORMATION

1. What is your current position?

- Manager
- Social Worker
- Community Development Officer/Liaison Officer
- Chief Community Liaison Officer
- Other.....

2. Your area of operation

- Alfred Nzo District
- Umzimvubu Service /Area/Municipality
- Matatiele Service /Area/municipality

3. Period in the current employment

- 0-5 years
- 6-10 years
- 11-15 years
- 16 and above

4. What are your main responsibilities?

.....

5. What is your current role in working within community development!

.....

2. CONCEPTUAL UNDERSTANDING OF THE KEY TERMS

6. What is your understanding of integration?

.....

7. What is your understanding of the Integrated Sustainable Rural Development and its role in community development?

.....

8. What is your understanding of integration within the context of the ISRDP?

9. What is your understanding of community empowerment?

10. What is your understanding of Community Development?

11. What is your understanding of participation in community development?

12. What is your understanding of collaboration?

3. THE EXTENT OF INTEGRATION AND CO-ORDINATION BY STAKEHOLDERS IN DEVELOPMENT!

13. Who are the role players involved in community development within the context of an ISRDP?

14. Do you see the ISRDP as a separate program or as part of your delivery mandate?

Yes: please support your statement

No: please support your statement

15. How do you co-ordinate programs with other role players?

16. Do you think that there is enough integration in community development?

17. To what extent is there co-operation by the different role players in community development projects?

- Little
- Very Little
- Much
- Great

Please elaborate on the choice selected

18. Please explain, how do your organization co-operates with others in community development?

19. How is this co-operation co-ordinated?

20. On what basis can you say that the community has been empowered?

21. How does working together as different sectors assist you in planning for community development?

22. Are there any partnerships that have been formed from integration?

- Yes
- No

23. What is the nature of these partnerships?

- Good to Cordial
- Fair
- Better
- Excellent

Elaborate on your choice of answer.....

24. What do you think of the capacity to work together as different sectors in this District?

- Enough
- Not enough
- Less than satisfactory

Provide reasons for one of the answers selected!

.....

25. Is there any integration of skills programs for community development?

Yes

No

.....

26. How are these integrated skills programs co-ordinated in community development?

.....

27. Do you feel that the community is empowered within the context of the ISRDP?

If yes provide reasons

.....

If no provide reasons

.....

28. What is the level of community involvement in development?

- High
- Medium
- Low

Please provide reasons.....

29. Do you feel that there is enough integration by different role players within the ISRDP context?

If yes, please explain.....

If no, please explain.....

4. EXTENT OF PARTICIPATION IN COMMUNITY DEVELOPMENT!!

30. What kind of participation and involvement would you like to see by community members?
.....

31. How would you describe the relationship between your organization and other role players in integrating in community development?

5. CHALLENGES ON INTEGRATION!!

32. What is the level of stakeholder cooperation in integration in community development?
.....

36. Do you feel that there is enough collaboration of stakeholders and role players in community development?

- Yes –please elaborate.....
- No ... please elaborate

33. What challenges are you facing as a practitioner in integrating with other role players in community development?

34. What are the challenges faced by your organization in integrating with other organization in community development?.....

35. What are the challenges emanating from collaboration efforts in integrating development?
.....

36. What can be done to address the challenges?.....

6. IMPACT OF INTEGRATION

39. Has the community benefited from the integration of different role players?
.....

If yes, please elaborate
.....

If no, please elaborate
.....

40. What are the main benefits of integrated services in community development?.....

7. LESSONS LEARNED ON INTEGRATION

41. What do you consider to be the main lessons learnt on integration?
.....

42. What are your recommendations in improving integration?.....

APPENDIX C

FOCUS GROUP QUESTIONNAIRE: INTERVIEW SCHEDULE 2008 FOR

PROJECT MEMBERS

The researcher, N E MANQINA is currently doing Masters of Arts Social Work (student) research at Fort Hare University in East London Campus. The purpose of the study is to explore the concept of integration and the integrated approach to implementation in community development within the context of the integrated sustainable rural development in the Alfred Nzo Municipalities. Your participation will assist in ensuring this understanding within Alfred Nzo and what has been and can be done in the area of integrated services. This research is used for purposes of the study only.

The study will contribute towards improved integrated services not only for the district, but also for the province.

.....
Researcher Signature

1. PROJECT PROFILE DETAILS

1. Please explain the nature of your project?

.....

2. How was the project initiated?

.....

3. Who were involved in the initiation of the Project?

.....

4. Were you involved?

- ☐ Yes
- ☐ No

5. What was your involvement?

.....

2. UNDERSTANDING OF KEY TERMS

5. What do you understand about working together?

.....

6. What is your understanding of integration?

.....

7. What is your understanding of Community Development?

.....

8. What is your understanding of participation?

.....

9. What is your understanding of partnership in community development?

.....
10. What is your understanding of community empowerment?
.....

11. Mention different role players involved in this project?
.....

12. Are these role players working together?

☐ Yes...

☐ No...

13. How do they work together?
.....

14. To what extent are they involved in working together?

☐ Rarely

☐ Usually

☐ Mostly

Support your statement.....

15. In your community; how have you implemented this notion of working together with different projects or other role players?
.....

16. In your project had you been able to work with other projects and different role players?

☐ Yes

☐ No

Please elaborate on your choice of answer.....

3. EXTENT OF PARTICIPATION OF COMMUNITY PROJECT MEMBERS

17. To what extent are the community members involved in this project?
.....

18. How do they participate?
.....

19. What do you see as your role in participation in community development?
.....

20. Do you feel that there has been enough integration between your project and other role players?
.....

21. What values are appropriate in working together?
.....

4. INTEGRATION AND ITS IMPACT IN COMMUNITY DEVELOPMENT

22. To what extent are you able to receive different services from different role players?.....

23. What are the benefits of integrating within the context of the ISRDP?
.....

24. What challenges do you face in integrating with other different role players in community development.....

5. LESSONS LEARNED IN INTEGRATION IN COMMUNITY DEVELOPMENT

25. What are the lessons to be learnt in this concept of working together?
.....

26. What improvements are needed towards working together?
.....