

**STRATEGIC COMMUNITY DEVELOPMENT:
EXECUTIVE EDUCATION CUSTOMISED FOR HELENVALE
COMMUNITY LEADERS DEVELOPED FOR THE MANDELA BAY
DEVELOPMENT AGENCY (MBDA)**

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ABSTRACT

Many South African communities are not applying best practices for sourcing, allocating and managing the variety of available resources efficiently in their respective community environments, a result of which, the desired sustainable community development objectives are not being achieved. This paper provides community leaders in Government, Business and Civil Society with a tool on how to apply efficient management to community resources. If the facilitation process is applied well, the results can lead to projects that can assist the community in general. The customised training programme (designed, delivered and assessed customised) for the Mandela Bay Development Agency (MBDA) in Helenvale, ward 13 has assisted community leaders and activists with addressing certain challenges. These challenges assist with objectives to clean up, care for, beautify and further develop this volatile South African 'strategic' community (ward).

Key words: Strategic Community Development; Project Management; Leadership; Activists; Stakeholder Forums; Sustainable Development; Complex Communities; Conflict Management

INTRODUCTION

In South Africa, civil society, supported by local government, plays an important role in transformation processes that affect a variety of existing and newly developing South African community environments. The ultimate community challenge is to ensure sustainable community development within a community environment, and to efficiently manage a variety of sourced and allocated resources. To achieve the desired results more efficiently, this paper concentrates on the importance of community development integrated with project management best practices needed to assist community leaders with tools for facilitating community development in South Africa.

BACKGROUND TO THE PROBLEM

In recent years Community Development Models have been applied in South African communities for the uplifting of community systems that focus on poverty alleviation,

inequality and unemployment. These are currently in the implementation phase and have yet to prove quantifiable long-term results as application of strategy in community development is practiced. In this instance, Strategic Management has been amplified to develop community systems, as application of strategy in community development, is practised. This paper illustrates how the application of principles of the Strategic Management can assist community leaders and decision-makers in further developing South African communities.

The aim of the study is to provide a contribution to the management science, which intends to integrate Strategic Management principles and processes in Government, Business and Society. The outcome of the strategic approach is an integrated model developed to assist community leaders with the facilitation of community development in South Africa forming Public-Private Partnerships as tenets of reform.

PROBLEM STATEMENT

Many South African communities are not applying best practices for sourcing, allocating, and managing the variety of available resources efficiently in their community environments. As a result, the desired sustainable development objectives are not being achieved (Rippon,2005:5).

AIMS AND OBJECTIVES OF THE STUDY

In South Africa, many community leaders and activists are not applying best practices for managing, allocating and sourcing the variety of available resources efficiently in their community environments. This is evident with regard to the poor current results being achieved locally by many municipalities across the country.

Relative to the identified problem, the objectives to achieve in the research mission is as follows:

4.1 Objective 1 is to introduce principles and processes of Community Development and Project Management and the importance of the efficient management of sourced and allocated community resources.

4.2 Objective 2 is to orientate community leaders and activists toward community development and community development project management that can assist with facilitating community development in South Africa.

In order to fulfill these objectives it is imperative to orientate community leaders in community development, with regard to community environments and Project Management principles and processes. The objective provides for a foundation, with regard to understanding community environments in a context of community development. By introducing principles and processes, the application thereof, community leaders can understand how to assist with the efficient management of future community resources made available to them.

Further discussed is the linking of community development with Community Development, and how Project Management has evolved, and introducing the evolution of community dynamics.

Some of the community needs: to understand the types of consumers and their accessibility to resources in communities, in order to evaluate the kind of choices they make. This process affords the community leaders to access reliable and effective communication that aligns their decision-making more accurately.

Ultimately, community project management which can assist community leaders with developing initiatives toward reaching goals in future sustainable development. To develop an understanding of community development trends in South Africa, it is important to differentiate between rural and urban community issues. Community development includes an understanding of the role of local government and not-for-profit organisations as agents in communities.

Community leaders need to have an understanding of the dynamics with respect to participation in the community, which can assist when planning for the efficient managing of community resources amongst those who have a stake.

Finally, principles and processes in a community context, and community organisations in relation to synergy between Community Development and Project Management, which introduces a basic training programme that integrates the strategic importance thereof concludes the discussion.

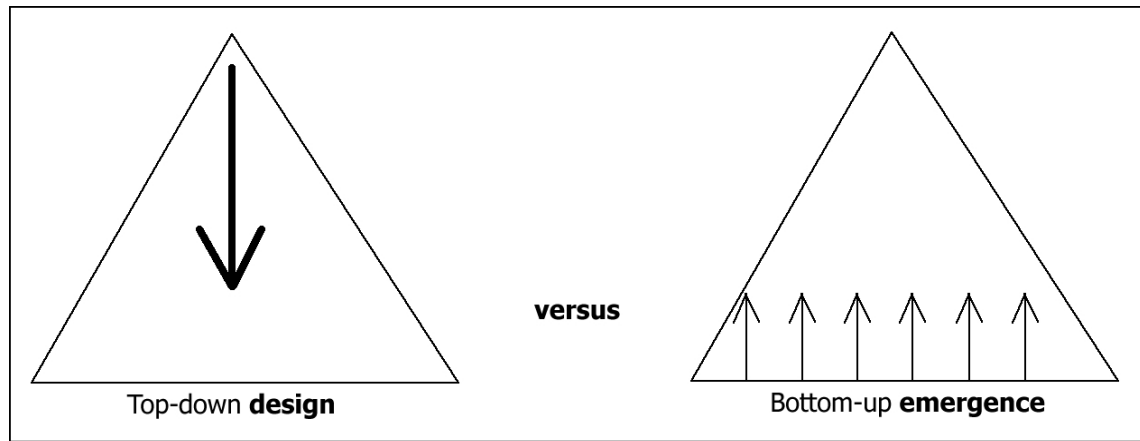
LITERATURE REVIEW

To develop an understanding of how important managing resources around the world are, Fuggle & Rabie (1992:2) already in 1992 stated: 'the 5.3 billion people alive today, especially the 1 billion in the best-off countries, are misusing natural resources and seriously over-stressing the earth's ecosystems. World population may double in 60 years, but the earth will be unable to support everyone, unless there is less waste and extravagance, and a more open and equitable alliance between rich and poor. Even then, the likelihood of a satisfactory life for all is remote, unless the present rate of population increase is drastically reduced.' Wood (2005a:3) also refers to the above.

There is no easy solution to this problem of depleting natural resources. Action will have to proceed simultaneously on several fronts. A bottom-up and top-down approach needs to be adopted for further managing a variety of resources made available to mankind in communities. Cummings & Wilson (2003:2) refer to a bottom-up/top-down approach. In South Africa, the ultimate community challenge is sustainable development in communities for future generations to follow.

Community leaders can, by adopting a strategic approach for managing a variety of community resources efficiently, assist with solving the problem of community resource depletion. Community development has also suffered much abuse over the last fifty years (De Beer & Swanepoel 2000: xv). In many cases, in the past, 'community development' was used to placate unsatisfied people; get certain infrastructural development done in a cheap way; soften up the people before government planners moved in; indoctrinate the people to agree to programmes that in the long term have very few benefits for them. Figure 1 illustrates a top-down design like the National Development Plan (NDP) versus bottom-up emergence such as community stakeholders participating in an Integrated Development Plan (IDP) as part of an IDP Representative form in a selected community environment.

Figure 1: Top-down Design versus a Bottom-up Emergence



Source: Cumming & Wilson 2003:2

For future strategic community development in South Africa, efficient management of available resources in communities is becoming increasingly important. To achieve a sustainable existence for all in South Africa, a united, focused community team effort needs to be encouraged. In communities adopting a strategic, systems approach, a paradigm shift in thinking is necessary (Balle & Jones 1995:15-22; Covey 2004:53).

Sharing the sentiments with the United Nations Secretary-General, Kofi Annan, during the 2002 World Summit on Sustainable Development (WSSD) as to the efficient managing of the earth's resources he stated: 'We have a commitment to sustainable consumption and development. We have significant commitments to improve the lives of people living in poverty and to reverse the continuing degradation of the global environment' (South African Government Information 2002:1).

However, it still has to begin with educating the individual in the community on how to take, and to maintain responsibility, for one's own life. It is essential that the individual in the community be taught how to be consistently relevant to society, once donor funding has been contributed, so that their ability to service their and other's needs reflects as an example for all to see and all to want to emulate.

Communities, globally, are all facing a similar problem. During the Delhi Sustainable Development Summit in 2002, a number of papers were presented in this regard referring to the efficient managing of the earth's variety of resources (Alagh 2002:1-3; Bennett 2002:1-6; Cassels & Von Schirnding 2002:1-3; Lambert 2002:1-20; Sobhan 2002a:1-8).

The aim of the study was to translate Strategic Management theory into practice and to provide community leaders and decision-makers in South Africa, Africa and the globe for that matter, with a tool for managing resources (human, natural and financial, e.g. rates and taxes for example), more efficiently.

Community development strategy can only be successful if community leaders establish the art of motivating and inspiring participation amongst all who have a stake in the process, collectively. Only then does the community development programme or project develop a sense of 'ownership' of the project and eventually buy-in by the community at large.

Prosper Kompaore (Burkino Faso), calls development an 'awakening of consciousness that development is not about having more, but is about being more. It is participation in decision-

making processes' (Wood 2005b:3). Community leaders need to be sensitive towards developing the community in a responsible manner for the next generation of children, by managing community resources efficiently.

The importance for facilitating community development in South Africa has been captured in a supplement issued on Tuesday, April the 13th 2004, in several national newspapers, across the country. The purpose of the supplement was to educate the nation on election manifestoes and the election procedure, before the national election took place the following day (14 April 2004). Topping the agenda at the time (10 years back) of many of the electors participating in the last national election was the issue of job creation. Judith February, head of Political Information and Monitoring Services at the time, stated: 'political parties are feeding into the unemployment crisis', citing a survey conducted by her organisation in 2002, to identify the top ten areas of concern for South Africans.

In the survey, 84 percent of respondents chose unemployment as the nation's largest problem. It has been stated: 'that if you're unemployed, you're more likely to turn to crime.' The importance of facilitating strategic community development in South Africa lies in building interdependent communities managing resources efficiently providing a quality of life, unleashing a spirit of entrepreneurship and creating jobs for present and future generations to come.

Literature from a variety of disciplines is analysed to determine how Strategic Management, as a management science, can assist community leaders by contributing towards the efficient management of the variety of available community resources. Included in the study is literature from various disciplines, such as literature reviewed from the economics, sociology, politics, environmental and developmental studies. To meet the objectives, literature is reviewed with regard to the community environment, analysing the variables evident in a typical community environment that include:

- development agencies;
- strategic community development;
- leadership in complex community environments;
- project management and community development strategy;
- contributions by government, business and society;
- the types of consumers and natural resources;
- not-profit organisations: agents for change;
- local government and development;
- community development issues;
- project management; and
- managing conflict.

Sources referenced included sources analysed from a variety of research from various fields of study. Current research includes material found on the Internet and in journals focusing on the South African community development, as well as current community project management applied in local government initiatives. Theses and dissertations to be sourced provide for a variety of theory analysed by local researchers who completed studies conducted in the management sciences.

RESEARCH METHODOLOGY

The study undertaken entails a literature review of research after a pilot training programme in Nelson Mandela Bay hoped to change the perception of all community stakeholders and provided an integrated approach to assist with future selected community development projects by Government, Business and Society for uplifting South African strategic communities (wards) by creating awareness amongst all community leaders. Setting a global paradigm shift in motion that encourages community uplifting processes emerging bottom-up fulfilling a top-down design set out by specialists that have formulated strategy in the National Development Plan (NDP) and entrenching the legacy and principles of Nelson Mandela and making every day a Mandela Day, not just on the 18th of July when we remember Nelson Mandela's birthday or for Mandela Month (the month of July) annually.

Civil society, supported by local government in South Africa, plays an important role in change and transformation processes that affect a variety of existing and newly developed South African community environments. 'Civil society', a term in common use today, describes all the activities of individuals and organisations in communities. These include developmental, religious, cultural, social, economic, environmental, and political activities.

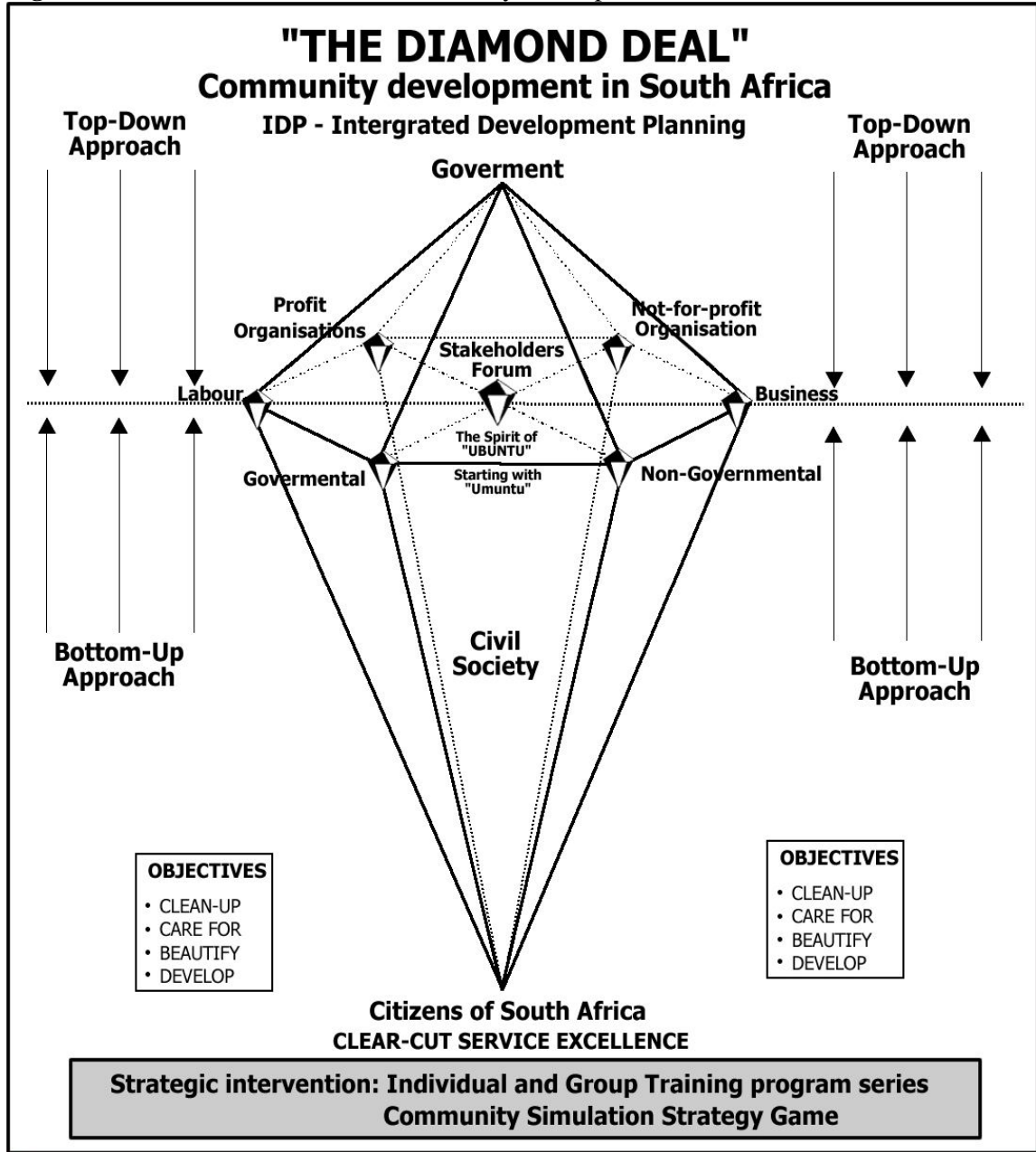
RESEARCH FINDINGS AND DISCUSSIONS

The study provided for an indication regarding future suggestions for the development of a programme serious and application of community project simulations for the individual training-programme.

To achieve a more synergised outlook between community leaders who will eventually create together one vision, the simulation game affords many experiences to lead to common understanding. This common understanding would be created by the simulation game, introducing many scenarios by the players developing a simulated city community environment based upon individual 'views'. This process exposes the community leader to the positive and/or negative outcomes of one's choices one would independently make for the pilot city.

Civil society also refers to associational life somewhere between the state and the individual or family (Swilling & Russell 2002:6). Questions regarding what variety of resources are required need to be managed and sourced efficiently are now at the forefront of community development around the globe, Africa and in South Africa (AICC 2005:1; Alagh 2002:1; Bateman 2002:1; De Beer & Swanepoel 2000:5).

Figure 2: The 'Diamond Deal' for community development in South Africa



Source: Rippon (2005:109)

The passion and desire that developed the inspiration to further undertake research in the subject: Strategic Management, applied in future community development strategy can assist in ensuring that resources made available or needing to be sourced, to develop the many urban and rural communities in South Africa, are efficiently managed. Ensuring that sustainable development for future generations is secured for managing South African cities in change.

Not so far back, South Africa, in the first pan-African competition held by London Financial Times Business' FDI (Foreign Direct Investment) was nominated 'African country of the future' for 2005/06. South Africa was ranked top in four of the seven categories. As well as claiming the title 'African country of the future' South Africa was rated Africa's largest and

diverse economy and was judged to have the best economic potential, best quality of life, best human resources and best transport system. Furthermore, South Africa ranked in the top three in several sub-categories: GDP; level of foreign direct investment per capita; cost of central office space; cost of industrial space; quality of universities; level of cellular phone ownership; cost of quality of housing; quality of healthcare; and quality of schools (Nöffke 2005:11).

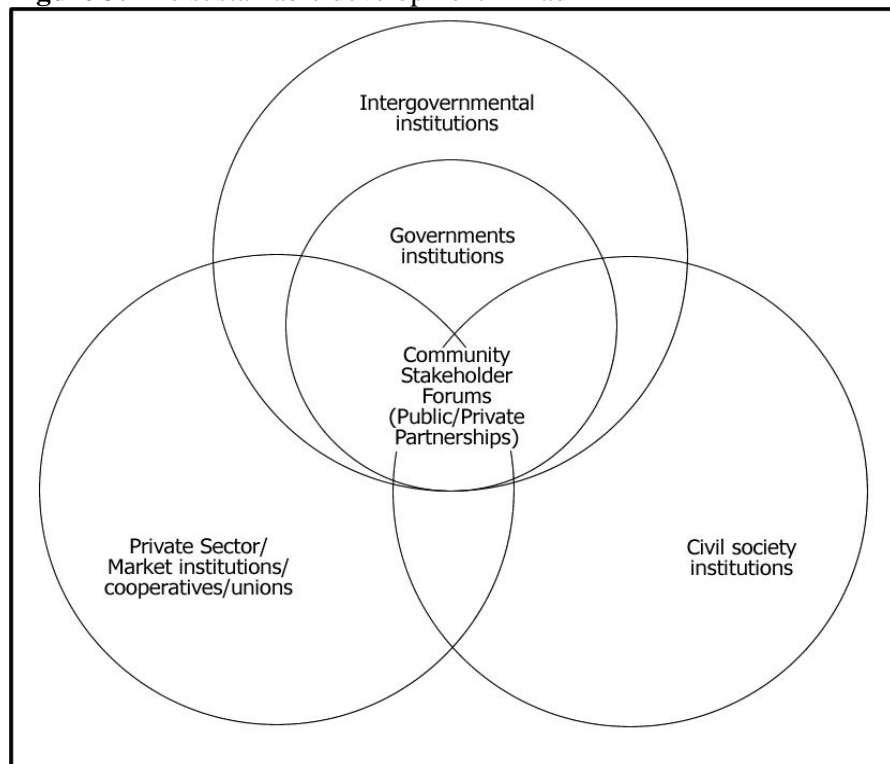
It is proposed that theoretical and practical approaches for *awareness, experiential training and stakeholder forum development* will be further fine-tuned during this implementation phase.

The subsequent discussion focused on the ‘Diamond Deal’ (refer to Figure 2) for establishing best strategic management practices with emphasis on placing communities’ interests at the epicentre of the strategy.

Aligning theory with practice, applying the theoretical model can further be fine-tuned to allow for the emergence of “best practice” in the pilot ward selected.

The following discussion locates sustainable development within a triad of intergovernmental institutions, government institutions, private sector/market institutions/co-operatives/unions, civil society institutions and thus synergies the triad with community stakeholder forums, popularly known as public/private partnerships.

Figure 3: The sustainable development ‘Triad’



Source: Adapted from Dalal, Clayton and Bass (2002:186)

The result: community leaders having tools to manage resources efficiently by firstly focusing on inspiring and motivating communities to reinstate a common value system with agreed to standards. Contributing to contingency plans for corrective action, aligning plans to community environments needs with business, government and community organisations forming sustainable development triads (refer to Figure 3) - developing a future desired state for community victory.

RECOMMENDATIONS

It is recommended that South African communities strive to manage resources efficiently and realise an African continent with a future in becoming the future 'play ground' of the world and year on year a preferred destination not only to visit, but also invest in - 'Africa it's your time'. Tourism *hedges against a dropping rand*. As the rand keeps dropping South Africa as a destination, as long as the country is perceived, a safe destination to visit becomes more attractive for the travelling community to select as a destination to visit.

The following discussion locates sustainable development within a triad of intergovernmental institutions, government institutions, private sector/market institutions/co-operatives/unions, civil society institutions and thus synergies the triad with community stakeholder forums, popularly known as public/private partnerships.

Ultimately, sustainable development - developing a future desired state by realising a new vision for a selected community's victory - will ensure the future of our children and hopefully their children. Figure 1 illustrates the model that evolved from various models that were sourced and developed from own research for the study.

CONCLUSIONS

Communities need to ensure a balance in areas of important concern, which are very real in a developing and fast growing community with respect to diverse issues and needs.

The concluding empirical results were discussed with relevance to the problem initially identified, the aim, objectives of the study, translating the literature reviewed in the theory researched, translating Strategic Management theory into integrated practice. Providing a tool for leaders in Government, Business and Society in the selected community system utilised for testing: the City of Johannesburg was utilised to establish whether community development project management at local government level is being successfully applied and implemented.

Cutting a new 'diamond' ensuring a top-down design linking with civil society emerging bottom-up with community stakeholders forums at 'grass roots' (applying local Agenda 21 principles and processes) level. Collectively community leaders in Government, Business and Society co-creating community development projects and programmes working together in synergy. Inspiring, motivating and mobilising community participation at all levels within communities at grassroots level. Finally, ensuring a balanced and workable Integrated Development Plan (IDP) is generated that is a true reflection of the community aspirations and their needs. The integrated IDP should be a bottom-p emergence plan that is coordinated at provincial level through the Provincial Growth and Development Plan (PGDP), aligned to the top-down design of the National Development Plan (NDP). According to South Africa's previous Finance Minister Proven Gordon called for a new "social contract" between

government, business and labour to deliver on the goals set out in the National Development Plan (Gordon 2014:1).

Objectives 1 to 2 dealt with the theoretical issues and practical application thereof, pertaining to a strategic approach for facilitating community development in South Africa.

The integrated strategic management model for community development after analysing a South African community system was introduced. Applying Strategic Management principles and processes for its community in development. Management tools ultimately to assist community leaders to think not only '*outside of the box*', but '*without the 'box*' (Rippon: 2005: 320). Applying strategy in a context of future changes in community development and assist with a simulation tool to assist leaders locally and globally.

The National Development Plan (a top-down design) met by Government, Business and Society developing unified bottom-up emergence projects and programmes to *cleanup, care for, beautify and further develop* the variety of strategic communities (wards) at grass roots level. The question is what are civil society's opinions and perceptions regarding servicing of their needs as citizens of the South Africa with regard to service delivery of basic services provided? Now in 2014 what has changed? Is community development currently progressing or digressing?

The ultimate challenge for African communities is sustainable development. To ensure: sustainable development in a community environment, and the efficient management of the variety of available, and sourced resources. Civil society, supported by local government, needs to collectively participate together to ensure that a community's resources are efficiently managed for generations to follow. The question of ethics and professionalism is at the epicenter of change starting by eradicating corruption and fraud. Following this a concerted effort and focus on combating the issue of job creation, unleashing a spirit of entrepreneurship (more specifically social entrepreneurship), inequality the combating the scourge of poverty. Poverty and the 'deprivation trap' remains a challenge needing to be contended with. South Africa needs to develop direction and follow a 'new compass' of integrity that leaves behind a *clean, cared for, beautified* and further *developing* environment for generations to follow. South Africans now need to focus on the satisfying the *needs and selflessness* for sustainable outcomes rather than wants and desires leading to *selfishness and greed*. It is imperative that instilling once again a spirit of '*ubuntu*'. Sharing and uplifting communities collectively for the next generations to follow is critical. Bringing back common agreed to standards that associate with good morals, integrity, transparency, honesty, ethics and professionalism is imperative. The result is a foundation for truth and reconciliation and for the building of trustworthy relationships for future growth and development.

If resources are efficiently managed South Africa's variety of urban and rural communities, the result leads to sustainable outcomes, providing continuity, creating fresh opportunities and a vibrant quality of life for all future generations of South Africans left on the planet.

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