

Applying Knowledge Management Approach for Improved Community Development

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ABSTRACT--- *Knowledge Management (KM) is the key factor for the improved and survival of community development.*

This paper is about community development. Community development is a broad term applied to the practice and academic disciplines of civic leaders, activists, involved citizens and professionals to improve various aspects of local communities. Community development seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities. These skills are often concentrated around building political power through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions.

The concept of Knowledge Management (KM) has been familiar to many people most organisation and communities have taken it only as theory and not put it into practice. Managing knowledge is as important as managing finances which play important role in developing community.

KM is deeply the running of community knowledge and intellectual resources that can improve a variety of structural and community performance characteristics and add value by enabling the creativity to act more knowledgably. KM is a process that helps community identify, select, organize, disseminate and transfer important information and expertise that are a part of community memory that typically resides within the community in an unstructured manner. This enables effective and efficient problem solving, dynamic learning, strategic planning and decision making.

KM comprises of strategies and practices used in an organizations to identify, create, represent, distribute, and enable adoption of insights and experiences. It can be taken as a discipline that seeks to improve the performance of individuals and organizations by maintaining and leveraging the present and future value of knowledge assets.

Keywords--- Knowledge Management, Strategic Management and Community Development.

1. INTRODUCTION

According to the Knowledge Management Forum (1991), knowledge management (KM) is the collection of processes that govern the creation, dissemination and utilisation of knowledge and this forum stated that KM has been around for a very long time. In that matter, KM is the process of identification, optimization and active management of intellectual assets to create value, increase productivity and gain and sustain competitive advantage.

2. KNOWLEDGE MANAGMENT

As it has been stated in the introduction that the concept of Knowledge Management (KM) has been there for decades it is most of unfortunate part that most organizations and communities have taken it only as theory and not put it into practice. Managing knowledge is as important as managing finances which play developing community.

KM comprises of strategies and practices used in an organizations to identify, create, represent, distribute, and enable adoption of insights and experiences. It can be taken as a discipline that seeks to improve the performance of individuals and communities by maintaining and leveraging the present and future value of knowledge assets. From this discussion, it gives a clear picture that KM applied with strategic management processes may bring improved community development because community development is concerned with empowerment of all people with particular attention to

those that are marginalized or excluded in order to help develop their capacities and take up opportunities. This development needs the process of strategic management with the application of knowledge management to meet the objectives of the study.

According to Gupta *et al* (2002) KM is fundamentally the management of corporate knowledge and intellectual assets that can improve a range of organizational performance characteristics and add value by enabling an enterprise to act more intelligently. It is a process that helps community to identify, select, organize, disseminate and transfer important information and expertise that are a part of organizational memory that typically resides within an organization in an unstructured manner. This enables effective and efficient problem solving, dynamic learning, strategic planning and decision making.

Coates; (2001) says Knowledge management is one such management approach, and is portrayed in the popular business literature as an innovation with the potential to affect the whole of an organization's business, especially its processes and information systems but it requires a major transformation in organizational culture to create a desire to share, the development of methods that ensure that knowledge bases are kept current and relevant, and a commitment at levels of a firm for to succeed. Again it overlap with community learning and may be distinguished by greater focus on the management of knowledge as a strategic asset and a focus on encouraging the sharing of knowledge for better development of community.

From all the definitions above; knowledge can be taken as a factor of production that surpasses them in importance because it is not only in par with factors of production. It can be taken as the central business success of today because it is the ability to maintain with the state of understanding the information of action. According to Albrecht; (2003:177) people who create and possess knowledge that could be useful to other, and to create some means for making it freely accessible must be identified as sharing and distribution of knowledge within organization is vital precondition for turning isolated information or experiences into knowledge that the whole organization can use according to April & Izadi (2004:95).

For knowledge management to have its intended impact, the role of culture must be understood and managed. Culture is both obvious and subtle according to Kathleen & Barbara; (2001:63). According to Bollinger & Smith (2001); Pemberton & Stonehouse (2000); Spender (1996); the Knowledge Management's purpose simply put, is the creation, collection and conversion of individual knowledge into organizational knowledge

In the review of KM critical success factors identified in recent research, Davenport & Prusak, (1998) found that many factors have been suggested as important to implementing a successful KM program. These factors include culture, training, top management support, technology infrastructure, knowledge sharing and knowledge transfer. Additional studies suggest the importance of culture; technology; systems and procedures; structure; tasks and incentives. In rapping the above definitions and comments, the definition of Van Beveren (2002) that says knowledge management as a practice that finds valuable information and transforms it into necessary knowledge critical to decision making and action can be slotted in for best decision making.

In this article KM is viewed as an innovation for the development of community. The process of creating knowledge, distributing knowledge and applying knowledge may play an important role in developing the community. Knowledge management's strength in this article may lie in ability to harness knowledge for the benefit of itself and the community.

2.1 Goals and objectives of KM

KM involves a strategic commitment to improving the community's effectiveness, as well as to improving the opportunities. The goal therefore is to improve the community's ability to execute its core processes more efficiently. The four broad objectives of KM systems in practice described by Davenport, DeLong & Beers (1998) are: Create Knowledge repository; Improve knowledge assets; Enhance the knowledge environment and Manage knowledge as an asset.

The key to KM is capturing intellectual assets for the tangible benefits for the organization. As such, imperatives of KM are to: Transform knowledge to add value to processes and operation of the business; Leverage knowledge strategic to business to accurate growth and innovation and Use knowledge to provide a competitive advantage for the business.

In this article the aim of KM is to continuously improve the performance of the community through the improvement and sharing of the knowledge throughout the community members. That is, the aim is to ensure that the community has the right knowledge at the right time and place. The set of proactive activities to support the community in creating, assimilating, disseminating, and applying its knowledge may play an important role in the development of the

community. Applying KM may lead to continuous process of understanding the community's knowledge needs, the location of the knowledge, and how to improve the knowledge of the community.

2.2 Knowledge Management Approach

Curley & Kivowitz; (2001:7) stated that as vital as knowledge has been all along, powerful forces are covering in our time to move it ahead of land, capital, raw materials, and technology as the key competitive advantage. There are six forces that have come together to change the knowledge contributes to business success and sharply compresses the time frame within which new knowledge has business value: Information is been created and shared at an unprecedented rate; making sense of information is challenge now; knowledge is the key value added to goods and service; the market values knowledge more than physical assets; globalization require new knowledge-coordinating structures; and new organizational and decision-making structures depend on knowledge management.

a. Information is been created and shared at an unprecedented rate: Knowledge is doubling about every seven years. The knowledge explosion has two facets: where it is coming from, and how people access it.

In this article it important to take into the consideration how and where the community and the municipality get the knowledge. Sometimes members of the community may have knowledge that may be of help to other members. The community might have the idea of where the knowledge is but not have the knowhow of accessing it. This is where the municipality might help.

b. Making sense of information is challenge now: With the rapid rise of information technology and the flowering of the Internet and the Web, the bottleneck now is extracting useful content and making sense of it. Whether your time frame is an hour, a week, a month, or a year, making sense out of information and converting that sense-making into action is the process of creating, distributing, and applying knowledge.

The aim in this article is to develop the community. The process of creating, distributing and applying knowledge may encourage the community to take part in improving their lives. In most cases people like it when they distribute what they created and creating and applying more of the knowledge one have.

c. Knowledge is the key value added to goods and service: Knowledge, the know-how to turn information into action, is becoming an increasing percentage of the value of all goods and services produced.

In this article, community development needs to be improved. Improved community may only be there if knowledge has been turn into action. Community development as the objective in this study needs the knowledge that may be turned into the action that may produce goods and services.

d. The market values knowledge more than physical assets: Investors are highly attuned to the shift away from physical assets to knowledge and innovative capability it supports.

This article may capitalized on the knowledge of the community that my lead to the development. It has been deduced that, since the community has the land as their asset, this can be combined with their knowledge and this may attract investors that may play an important role developing the community.

e. Globalization requires new knowledge-coordinating structures: Globalization means pursuing resources – raw materials, labour, manufacturing capabilities, and knowledge- anywhere in the world you can. It means new kind of alliances, partnerships, and joint ventures that also give companies access to markets and resources. These shared enterprises require collaboration and knowledge exchange between companies that may have been competitors in the past. Without new kinds of knowledge-coordinating structures, none of these new globalized processes – in production, marketing, sales, human resources, and may other realms – will work very well. Teams must be able to form and share knowledge and results without gathering in one place or even having a physical home base. Departments, divisions, and regional structures need to shed old habits of information-hoarding and collaborate to develop best practices that can then be customized by function or region. Communities need to learn how to share knowledge and resources in alliances and joint ventures that bring people from different organizational and social culture together.

From the discussion above, it has been deduced that without pursuing of resources, community development may not be achieved because globalization need the knowledge coordination. The resources include raw materials. Without the knowledge of the raw material, community may be unable to understand that they need to pursue manufacturing capabilities they have so that their lives may be improved.

f. New organizational and decision-making structures depend on knowledge management: Companies need to be prepared to master new competencies and markets, and do so in team-based, project-focused way that gets results without excessive corporate guidance. Rather than using single-point forecasts and strategic goals, they need to stay on top of multiple objectives and shifting priorities. Knowledge management is the keystone of those structures.

For decisions to be made in the community, knowledge is needed because decision making is a knowledge intensive activity with knowledge as its raw material, work in process by products and finished goods. For community development to be improved, right decision must be made by the community.

2.3 *Managing knowledge*

Knowledge cannot be managed without knowhow. Managing knowledge is a refreshing refocus of managerial thought and practice. According to Curley and Kivowitz (2001:43) managing knowledge assets involves three key processes: We create them- working with expressed, expressible, and inexpressible sources; we distribute them – making the available in the right places at the right time; and we apply them – applying knowledge effectively is what enables an organization to succeed, through efficiency, through innovation, or by any other means. For the creation, distribution and application, the involvement of the community for their development is needed.

- **Creating knowledge:** According to Curley & Kivowitz; (2001:46) knowledge can be generated through social networks. When knowledgeable people connect with other knowledgeable people, new ideas emerge. In this study, for the objective the study to be met, the community and the municipality should have positive orientation to knowledge, they should be bright, intellectually curious, willing and free to explore and also executives should encourage their knowledge creation and use.
- **Distributing knowledge:** Curley & Kivowitz; (2001:47) stated that distributing knowledge is the process that usually attracts the most attention. Knowledge can be kept in places where it is recorded in an existing document or database, it can be kept in processes where it is embedded in a known work process, it can be kept in people where it is known to an identified individual and it can be in pieces where distributed in parts among several people or processes.

The community should not be inhibited in sharing knowledge, that is they should feel that they are not alienated or resentful of the company and don't fear that sharing knowledge will cost them what they already have. Distribution of knowledge may bring effective managing of knowledge and therefore a healthy and conducive culture in the community may lead to development. The community may be encouraged to share their knowledge so that new ideas are combined together to bring development in the community.

- **Applying knowledge:** According to Curley & Kivowitz; (2001:49) once knowledge is found and distributed, it needs to be applied for its value to be realized. Application requires that people be motivated to produce and perform in the right direction. Knowledge must be applied in the service of the company goals and objectives. For this to occur, employees need to understand those goals and objectives, at the corporate level and at the level of their own work unit.

In this article, application of knowledge may play an important role to the community as they will be encouraged to see their knowledge been applied for their development. Sometimes it is not easy for all of the community members to know the objectives of the community. By being made to understand the objectives and applying their knowledge may lead to better development.

As it has been said more knowledge management, it has been deduced that it has the processes that have been placed in order to enable a department in the public service and organizations to identify the activities involved in knowledge management. This process provides a useful entry point for understanding knowledge management, identifying areas for intervention, and for communication on the subject of knowledge management between the various department and divisions within government.

2.4 *The process of KM*

This is the process according to (April & Izadi; 2004:68) knowledge conceptualization; Knowledge Identification; Knowledge Acquisition; Knowledge Development; Knowledge Codification; Knowledge Utilization; Knowledge Sharing and Distribution; and Knowledge Sharing and Distribution.

a. **Knowledge Conceptualization:** This includes all the processes involved in providing an organization with knowledge input. The process begins with identification of the sources of knowledge already existing in the

organization. Acquisition of knowledge and development of new knowledge are other possible methods for the acquiring the knowledge and information you need;

In this article, conceptualization of knowledge of the community may lead to development that has been ignored for long time. In some instance one would find that the knowledge has been there but not identified because of lack of community participation in development.

b. **Knowledge Identification:** Identifying external knowledge means analyzing and describing the organization's internal and external knowledge environment. Effective knowledge management must therefore ensure sufficient internal and external transparency, and help individual employees to locate what they need. In many public organizations, one of the main internal problems is that valuable knowledge assets go unnoticed and are therefore not used, and managers may not know that their organization has internal experts on a given subject or area of work;

Identifying knowledge is simply noticing the valuable knowledge the community may have. Valuable knowledge of the community may be noticed by allowing them to take part in the development, allowing them to make decision about their resources and also taking everybody into the consideration about the development.

c. **Knowledge Acquisition:** Organizations import a large part of their knowledge from outside sources. Organizations can also buy information, research and knowledge, which they either could not develop for themselves by recruiting experts and authorities or because it is too costly to generate internally

From the discussion above, the acquisition of knowledge may be acquired from the community itself. It does not necessarily mean that experts from outside may be recruited for better knowledge. The involvement of the community in the development may play important role in acquisition of knowledge. Sometimes it is not easy to identify people with required knowledge but allowing them to participate and giving them chance to come up with ideas, may lead to the objectives of the study being met.

d. **Knowledge Development:** This is a building block that complements knowledge identification and acquisition. Its focus is on generating new skills, new services and projects, better ideas and more efficient and effective processes. Knowledge development includes all management efforts consciously aimed at producing capabilities that are not yet present within the department or division, or that do not exist either inside or outside it. Part of the responsibility of knowledge development is to examine how the organization in general deals with new ideas, the utilization of its employees' creativity and the level of tolerance for mistakes that exist within the organizational culture;

The objective in this article is the improved development for the community. Knowledge development as one of the process in KM may play an important as everybody's efforts may aim at producing capabilities that are not yet in the community. Encouraging community to take part in knowledge development may be the same as encouraging them to development themselves.

e. **Knowledge Codification:** This is the process of converting knowledge into accessible and applicable formats. It is involved with the kind of knowledge that is or has become explicit enough to codify and store in one way or the other, in an organization's information and knowledge repositories. The main task of the codification process is therefore to codify and represent the organizational knowledge and information to qualified employees in such a way that they understand it, can put it in the right context, and are able to apply it in their department or divisional processes;

In this article, the codified knowledge may serve in meeting the goals of the study. As knowledge codification is the converting of tacit knowledge (e.g. human expertise) and explicit knowledge in a usable form for the organization members, the members of the community may play an important in participating in their tacit knowledge to be converted. The converting of the knowledge may be encouraged by allowing the community members to participate in the development, participate in decision making and be encouraged to be involved in all activities of the community development.

f. **Knowledge Utilization:** The whole point of knowledge management is to make sure that the available knowledge in an organization is applied productively and effectively for the benefit of the organization. Usability of information: it is no way enough to acquire, develop and accumulate information and knowledge. The information and knowledge must be made usable and ultimately it must be used. Unfortunately, within the traditional public service organizations, successful conceptualization, sharing and distribution of important knowledge do not guarantee that it will be utilized in the organization's everyday activities.

This article is aiming at utilizing the knowledge of the community that may play an important role in their development. Community will be encouraged to share the information to each other as knowledge gained may be applied in order for the goals and objectives of this study to be met.

According to April & Izadi; (2004:93) the combination of some of the factors listed below tempts the individual community members to do nothing and to keep quiet about problems or creative of new ideas:

- Community blindness: the more routine, familiar and automatic the task, the more difficult is for employees to recognize the important of new knowledge, or of exchange ideas with colleagues.
- Fear of revealing a skill or knowledge gap: If the member requests and uses new information or knowledge, he or she puts himself or herself in a vulnerable position. He or she is seen to be admitting to a gap in his or her knowledge, and may feel that this puts him or her in a bad light among colleagues.
- Fear of bypassing one's superior: If information or knowledge is sought from another department, the head of one's own department may be discredited.
- Existence of a general mistrust in regard to 'outside' knowledge: Colleagues may believe that they can answer all questions and problems themselves. Very often individuals within a department will tell of the uniqueness of their work situation and challenges, which makes their situation different from those in other department/organizations, so that information and help coming from these other department/organizations would not be applicable.

In this article, the factors discussed above may not be encouraged to the community as the participation of all members of is important. Of course there will be other who may be not interested in sharing the information but in this study members will be encouraged and motivated to share the information.

g. **Knowledge Sharing and Distribution:** The sharing and distribution of knowledge within the community is a vital precondition for turning isolated information or experiences into knowledge that the whole organization can use. The challenge for organization in trying to manage and create information and knowledge is to develop the processes, structures and information that enable dynamic, value-added interaction between knowledge seekers and knowledge holders.

The sharing and distribution of knowledge in the community may be viewed as something that may not be practiced. In this study the community may be given opportunity to share and distribute their knowledge for better development.

h. **Knowledge Review and Monitoring:** One of the main challenges of working with knowledge lies in managing and monitoring it, specifically within organizations – whether public, private or community. Proper knowledge monitoring processes provide an organization with the means to perform a fact-based evaluation of all other processes involved in knowledge management;

According to Merali (1999:81) the viability of a community depends on the commitment of individuals to the survival of the community and the persistence of the shared identity. He also stated that in the case of knowledge-based communities, we are dealing largely with cognitive processes and intangible assets. Van der Spek & Kingma (1999: 21) in their article, achieving successful knowledge management identified eight statements that describe the underlying assumptions:

The main objectives of knowledge management is to arrange, orchestrate and organize an environment in which people are invited and facilitated to apply, develop, share, combine and consolidate knowledge. Primarily it should focus on creating a vision of knowledge and related processes in the business and fostering an environment that supports the creation of smart business and ways or working.

Knowledge management needs to focus on business challenges of the organization; otherwise it becomes the domain of professional hobbyists. The focus should be determined by both the objectives of the organization and the personal objectives of people inside it, and needs to be directly related and contribute to such desired results as cost reduction, customer or employee satisfaction and quality.

There is no right or wrong answer to the question of what knowledge is. What is most important is to choose one definition and be consistent in using it. We have chosen to consider knowledge as something that is in people's heads

and leads to action. When it is made explicit we call it information or data. But knowledge management is about nurturing 'tacit' knowledge and smart use of information (knowledge made explicit) at the same time.

Knowledge management is an aspect of the total focus of management in organization of looking at reality in organizations to come up with (different) challenges, threats and solutions. Knowledge management objectives are derived from and rooted in the strategic intention and ambitions of an organization in its entirety and formulated in terms of knowledge process necessary to support these ambitions.

The discipline of knowledge management has not produced any new instruments by itself. The value of the discipline is in bringing together and creating synergy between knowledge management-related disciplines and their method and tools. Primarily, methods and tools are derived from disciplines such as business administration, communication science, organizational psychology, and sociology and information technology.

The deployment of knowledge management involves a considerable internal process of change in an organization. Roughly 80 per cent of the implementation and realization of knowledge management consists of the familiar problems, pitfalls, risks and conditions known in 'regular' processes of change. Organic growth in 'new ways of working' inspired by knowledge management principles allows change to happen at a realistic speed.

From the discussion above it can be deduced that the objectives of knowledge management can differ considerably, both between organizations and between departments. A vision of knowledge management should always take into account the nature of the (relevant part of the) organization and its strategic intentions and ambitions. Therefore, there are no blueprints for knowledge management and corporate-wide knowledge management plans should allow localization as such as possible.

In the reviewing and monitoring of knowledge, the community of Uitvalgrond with the knowledge they have conceptualized, identified, acquired, developed, codified and utilized, they can find it easy to share and distribute their knowledge which may be made easy for the community to be developed.

3. COMMUNITY DEVELOPEMNT

Community development (CD) is a broad term applied to the practice of civic leaders, activists, involved citizens and professionals to improve quality of life. Community development (CD) seeks to empower individuals and groups of people by providing these groups with skills they need to effect change in their own communities. These skills are often concentrated around building political power through the formation of large social groups working for a common agenda. Community developers must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions.

Although Community Development Exchange from <http://www.cdx.org.uk/community-development/what-community-development>. 2010:1 defines community development as both an occupation (such a community development worker in a local authority) and a way of working with communities, its key purpose is to build communities based on justice, equality and mutual respect. It involves changing the relationships between ordinary people and people in positions of power, so that everyone can take part in the issues that affect their lives. It starts from the principle that within any community there is a wealth of knowledge and experience, opportunities for the community to learn new skills and, by enabling people to act together, community development practitioners help to foster social inclusion and equality. It seeks to empower individuals by providing them with skills they need to effect change in their own communities.

Considering these, there are skills that are often created through the formation of large social groups working for a common agenda. In the CD there are Community Developers who must understand both how to work with individuals and how to affect communities' positions within the context of larger social institutions. This involves changing the relationships between ordinary people and people in positions of power, so that everyone can take part in the issues that affect their lives.

3.1. Possibilities of Community Development

According to Coetzee (1994:269) community development is the process of helping people to help themselves. Taking this statement into the consideration, CD starts from the principle that within any community there is a wealth of knowledge and experience which if used in a creative ways, can be channeled into collective action to achieve the communities' desired goals.

Such a statement presupposes the outreaching of a benevolent development agency to a particular community. Where black communities are concerned, various forms of institutions and strategies for community development are provided for, for example through the Black Communities Development Act No 4 of 1984. The purpose of the act is to provide for the purposeful development of Black communities outside the national states; to amend and consolidate certain laws which apply with reference to such communities; and to provide for matters connected therewith.

Meyer & Theron (2000: 5) took Reconstruction Development Programme (RDP) of 1994 as necessary to embrace people-centered development. Nevertheless, this was a good means to provide a starting point in addressing the injustice of past development efforts through its 1994 socio-economic policy framework. By looking into their statement, this may lead to public participation, social learning, empowerment and sustainability which will be discussed later in this chapter.

According to Davids, Theron & Maphunye; (2005: 40) the human development perspective emphasizes a holistic understanding of poverty in terms of which anti-poverty actions enlarge people's life choices. This refers to enabling individuals to lead a long and healthy life. From the above statement it can be deduced that community development is important as it will lead to elimination of poverty and is directed at promoting a better standard of living for people in their local communities especially the disadvantaged people whereby a desired change could be brought about in communities.

3.2 Self organizing community

When it is spoken about self-organizing community, the systems of cooperative elements whose pattern of global behavior are described and self-limiting. This is a process where people who live in proximity to each other come together into an organization that acts in their shared self-interest. There are three elements necessary for the development of such a community according to Merali; 1999:81.

- **A clear identity:** the community identity defines what the community stands for and what it is. Individual and collective action and knowledge claims are legitimized in terms of the community identity.
- **Belonging:** there has to be a sense of membership and a reciprocal attachment between the individual and community as a whole.
- **The concept of self and non-self:** there has to be established, shared sense of whom and what parts of the community are, and what lies outside its boundary.

Apart from what has been discussed above, self-organizing community is not merely a process that is good for its own sake. It is not just a neighborhood thing, not just a minority thing, not just a thing of the past. It is the process of building power through involving a constituency in identifying problems of the community where they must share and solve those problems they identified. This process must help the community with identifying the people and structure that can make those solutions possible.

3.3 Making Self organizing to happened

To make self-organizing to happen, every member of the community should plan. As part of the study, it is the responsibility of the executive committee to manage itself and the members of the community properly. The major task of a community project management committee is to facilitate correct understanding the nature of the changes members of the development process. By understanding the nature of the changes that have been initiated, the temporary confusion can be transformed into a new beginning. Continuity and clarity of presentation are a must. Meetings on regular basis must be held for the interested of the public and according to the schedules.

To allow a self-organizing community to develop one must:

- be clear about the values and guiding principles that are embodiments of the community identity;
- provide autonomy within a connected network (the network will create a self-defining space for individual self-regulation);
- create visible choice spaces (enable individuals to be conscious of, and responsible for, their actions and knowledge contribution);
- design for interdependence;
- provide space for reconfiguration of networks
- create space for abstraction (allow people to step out of 'designated role'; provide a viewing gallery; allow them to do information 'spacewalk' to see the patterns of organizational networking, and realize how they fit the different dimensions of space). The potential for knowledge creation is not confined to specialist groups: individuals learn through their daily interactions with the environment. In a knowledge-based community,

everybody is a contributor and knows something useful; experts can abstract from the specific and apply knowledge to new situations. Creating a space for abstraction is a design developing expertise.

- The identity must be refreshed to remain congruent with the community's position in the external context, (the identity is refreshed by knowledge that is generated abstraction from individual experiences);
- The community must co-evolve in response to changes in the external context; and
- A healthy community will spawn new communities to create an ecosystem of diverse and complementary resource pools.

3.4 Commitment and choice

According to Merali (1999:82) the viability of a community depends on the commitment of individuals to the survival of the community and the persistence of the shared identity. Commitment is embodied in the willingness of individuals to share information and knowledge with other members of the community. Studies of clan-based societies show the act of choosing to commit is very important in communities where relationships are based on mutual trust and interdependence. Uncommitted individuals may eventually become dysfunctional and damage the clan unity and its ultimate survival. In these societies rituals and ceremonies exist to enable individuals to demonstrate their commitment to the clan.

According to Merali (1999:82) these acts of commitment are effective because they are:

- Explicitly volitional, underlining the individual's responsibility for choosing to belong to the clan;
- Visible, publicly signaling, the individual's allegiance to the clan;
- Irreversible, demonstrating the individual's investment in the future of the clan identity.

As part of this study the commitment of the community is needed with power of knowledge they have to be applied in the strategic management process. It is the aim of this study to test community to be committed and make their choices so that they can realize the importance of development. People must consider themselves important to each other and to truly feel it.

3.5 Community organizing

It must be first understood that community organizing is not merely a process that is good for its own sake. It is not just a neighborhood thing, not just a minority thing, not just a thing of the past. It is the process of building power through involving a constituency in identifying problems of the community where they must share and solve those problems they identified. This process must help the community with identifying the people and structure that can make those solutions possible.

According to Merali (1999:82-83) there are certain features that appear common in the development of communities to leverage intellectual capital. They relate to issues of co-operation and coordination and include the following: Interdependence of individual endeavors; Co-specialization of knowledge; Language and communication; Environmental sense making and Co-evolution

- **Interdependence of individual endeavors:** if individuals need to communicate and exchange information for mutually successful outcomes of their endeavors, they are more likely to learn from each other and to articulate their personal knowledge in a way that is useful to the community.

For its part, community organizing can provide community building with the power necessary to confront imbalances between members' and external actors. According to Bradshaw et al; (1994) community building is not always honest about how agenda's within their own society are influenced. As development is for the community and the land, through using the more formal staff positions of a professional organizer, the roles between members and leaders can be more overtly discussed and negotiated. Networking may also provide members with involvement in issues larger than, and perhaps vital to, residents' own neighborhoods.

- **Co-specialization of knowledge:** if synergistic relationships between individuals can be realized such that the co-specialization of their personal knowledge; Creates new knowledge; or enables the community to do something more effectively, or creates causal ambiguity, preventing outsiders from imitating community achievements; then this study will lead to improved community development; Merali (1999:82-83).

It is the aim of this article to give community a chance of creating new knowledge, to do something more effective that will take a lead in their development. This may help the community to depend on themselves not only by creating new knowledge but also by creating employment for themselves.

- **Language and communication:** for knowledge to become absorbed in community development; individuals need to make sense of it, to talk about it, to reinterpret it, and to incorporate it into their own context. Communication is a powerful tool in organizing or building. Involvement of the community by communicating some issues of their land (Uitvalgrond) may take them to better levels of their development.
- **Environmental sense making:** members interact with the environment in distinctive ways and will sense changes in multiple dimensions. The community as whole must have a mechanism to ensure that local adjustments to external changes do not disrupt the network of community coordination. The community's sense of its relationship with the external world is continually refreshed, incorporating significant individual insights as they arise.
- **Co-evolution:** to continue to be viable in dynamic contexts the community must change over time. The requisite changes in individual behaviours and competence must be orchestrated in a coordinated fashion.

From the issues of co-evolution and conditions discussed above, it would be indicated that, development corporations may help to provide community developers with the technical assistance and training needed to handle outside resources for larger projects. Furthermore, community developers can use the generally larger projects which development programs work on as an opportunity for taking their social capital development to the bridging level. Again, community networks are in a better position to mobilize a movement around State and National issues. From this discussion community members may stand a good chance of economic involved in large projects.

3.6 Participation in community development

According to Paul (1987:2) community participation is an active process in which the clients, or those who will benefit, influence the direction and implementation of a development project aimed at improving the welfare of people in terms of income, personal growth, independence and other values regarded as valuable. As part the study community participation is the process that can meaningfully tie programs to people. It assists municipalities with planning, formulating, approving and implementing public participation mechanisms.

Van der Waldt & Knipe (2004:143) state that the RDP supports this in that it emphasizes that the Programme should be people-driven, and that the development of infrastructure should be aimed at satisfying basic needs and effecting participation in the decision making process and the implementation of the RDP. This means that the community should be actively involved in using its own initiative in implementing development activities.

Community participation is also a continuous process of education and learning. As part of the study it promotes knowledge. This means that every individual in the community should acquire and absorb knowledge. Only then can they contribute meaningfully to the development process in the community. The types of knowledge that apply here are as follows:

- **Social knowledge:** This is the knowledge acquired and processed by individuals as a result of their daily association with other people and institutions.
- **Scientific knowledge:** This is the knowledge acquired when a problem is experienced and solutions are proposed on the basis of facts.
- **Transformational knowledge:** This is the knowledge gained as a result of the interaction between social and scientific knowledge when people try to extend their knowledge in an effort to improve their situation and to raise the level of the community or institution. Transformational knowledge is necessary for communities to make an active contribution to their own development; Van der Waldt & Knipe (2004:143)

From what has been stated above, it means that community should be given opportunity to volunteer in development. Their participation can be viewed from the perspective of benefits to be gained and costs to be borne. Involvement of volunteer groups is an important science for individuals' definitions of self-esteem and self-identity.

Although community development efforts are mainly directed to poor and deprived communities who are believed to be passive and disorganized with little potential for participation, special attention is given in development literature to the ways and means of promoting community participation according to Coetzee (1994:26, participation in a democratic society is both vital and problematic. Decision making bodies should be fully representative, democratically elected and accountable. Community workers are often entrusted with task of institution building.

People's participation forms the basis of community development. It is important to realize that community development is directed at promoting better living for people in their local communities, especially the disadvantaged people. It is by participating actively in community development activities that people can reap the fruits of development. So, community development is based on the community projects. Residents must participate in defining the content of these projects (i.e. they must determine their own needs).

According to Beer & Swanepoel (2001:128) Participation implies some form of organization. Community based organizations (CBOs) are the vehicle through which community participation takes place. In this case these CBOs can take different forms, such as farmers' unions, women's associations, church groups, youth clubs, development committees and project committees, for example. People's participation in development must be voluntarily and democratic, and not be manipulated to serve the interests of unscrupulous persons or groups.

In this article the level of participation by the community during the presentation of workshops need a close attention to be looked into. How the power and privilege may impact the quantity of community contribution. Usually the balancing power in the meeting and /or workshop would require active work by the facilitators and participants.

The active participation of community may be advantageous them in this way: The citizens can bring about desired change by expressing one's desire, either individually or through community group. The individual learns how to make desired changes. They will learn to understand and appreciate the individual needs and interests of all community groups. They will learn how to resolve conflicting interest for the general welfare of the group and begin to understand group dynamics as it applies to mixed groups.

Coetzee (1994:264) mentioned seven phases of the needs in the community participation: The first phase consists of an initial reconnaissance with the community by the community worker. The main aim here is to identify initial goals for the action and to commit the development team (committee) which must include representatives from the community to these goals.

The second phase is the identification of priorities by means of field studies. Based on the knowledge gained in the first phase, the development team now designs and performs specific investigation in order to identify areas of priority or problems. These problems may be considered as obstacles to attaining the goals of the community as a social system. These areas should be investigated formally. Knowledge gained in these studies may be used as a base line in the phases that follow. In this phase, team members and other agents are trained in problem identification and analysis. Also, insight is gained in the functioning of the system and its problems Coetzee (1994:264).

The third phase consists of the formulation of possible solutions for the identified problems. A key element is participation by all involved in problem solving research. The community worker gives direction but team members are involved fully in exercises of discovering solutions. Continued participation and involvement must be ensured.

In the fourth phase feasibility studies are performed. Proposed solutions have to be tested before full-scale implementation is feasible. Such studies will facilitate evaluation by specifying criteria of success. Furthermore, objectives must be mutually compatible and organizational requirements for the intended programmes specified clearly.

The fifth phase, project implementation, is only possible if and when the results of the research for the first four phases are available. Project implementation also implies various political and planning activities. Official approval for a particular project or programme may be needed. Also, it has to be formally planned and organizationally designed. A need for technical staff and experts may arise, formal project descriptions will be necessary and communication with authorities and bureaucratic office will be required. Liaison and linkages with other institutional agencies have to be established. The authorization and financial support of the programme will be necessary and the availability of bureaucratic resources is required. Physical input, specific services, coordination with other organizations with similar objectives, and broad-based support have to be organized.

The sixth phase refers to project evaluation. All projects have to be evaluated. Formal project evaluation, preferably by an external agent, and supported by internal evaluation procedures, can be identified analytically as a separate phase but should be seen as an ongoing activity in the development process. Monitors and audits should be regarded as part and parcel of evaluation activities. The main function of evaluation is to identify weaknesses in a project in order to evade similar problems and to facilitate sound planning projects.

The final phase consists of planning about the completion, termination, or continuation of the project. An indication of success is when a project becomes institutionalized and is able to continue for instance with fewer project personnel.

However, some projects can be completed successfully in time after which it should be terminated. Evaluation research will facilitate decisions about these matters Coetzee (1994:264).

As part of this article, the identification of priorities by means of field studies and knowledge gained in these studies may give the community the knowledge of resolving conflicts interests for their general welfare. Knowing this, the community will be happy as they will be promoting their dignity. The formulation of possible solutions for identified problems may lead to fully participation of community because participation of one promotes dignity and self-sufficiency.

Taking the above discussion further, the participation of the community serves to check and balance political activities. Participation allows fuller access to benefits of a democratic society as community betterment is a product of citizen involvement. The advantages and disadvantages from Bridges (1974) and Van der Waldt & Knipe (2004:143) have been compiled to if they can meet the objectives of the study:

Advantages:

- The citizens can bring about desired change by expressing one's desire, either individually or through a community group
- The individual learns how to make desired changes.
- The citizens learns to understand and appreciate the individual needs and interest of all community
- The citizens learns how to resolve conflicting interests for the general welfare of the group.
- The individual begins to understand group dynamics as it applies to mixed groups.
- Participation in the identification of basic needs;
- The more effective development and management of resources to meet needs;
- The distribution of and increased access to essential services such as water and sanitation;
- Satisfaction of the psychological need of individuals to become involved in decisions that affect their lives.
- However, the greatest advantage is probably that people are directly involved in the development activity or project, and that it will therefore benefit more member of the community.

From the advantages above, participation of community in their development may promote the coordination of institution serving the community, attempt to increase both the social and capital in a community and participation of residents in the planning and develop new resources.

Disadvantages:

- Projects may be slowed by a lengthy negotiation process with the community or certain groups in the community;
- More personnel members are required to deal with the increase in participation;
- Community members may oppose projects when they are consulted on them;
- The community can participate in the development process in unpredictable ways;
- Excess input can be received from people with little or no experience and knowledge of certain problem or situation

From the discussion above; these disadvantages may lead to poverty that needs to be addressed by influencing participation. The community may participate when they see positive benefits to gained, when they see some aspect of their way-of-life threatened, when they feel committed to be supportive of the activity and when they feel comfortable in the society. The participation may be improved by stressing the benefits of participation, by organizing appropriate groups to community input, by helping community to find positive ways to respond to threatening situations and by helping participants feel comfortable within the development group.

4. Conclusion

In the conclusion of this document, the community is not as simple as one might think because the views and perspectives of what constitutes a community and the roles the community should play in the development process are broad and contradictory. People who form a community provide the most direct opportunity for making a difference within that community. The community development may not be improved without their participation in the application of knowledge management and strategic management process.

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