

**CHALLENGES MILITATING AGAINST COMMUNITY PARTICIPATION ON THE
INTEGRATED DEVELOPMENT PLAN PROCESS IN THULAMELA LOCAL
MUNICIPALITY**

BY

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Dissertation submitted in fulfilment of the requirement for the Degree of

MASTER OF ADMINISTRATION

DEPARTMENT OF PUBLIC AND DEVELOPMENT ADMINISTRATION

SCHOOL OF MANAGEMENT SCIENCES

UNIVERSITY OF VENDA

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2018

DECLARATION

I, **NDOU RENDANI**, hereby declare that the research for the degree of Master of Administration at the University of Venda, hereby submitted by me, has not been previously submitted for any degree at this University, or any other University, that is my own work in design and in execution, and that all sources that have been used or quoted from have been acknowledged by means of complete references.

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ACKNOWLEDGEMENT

I would firstly like to thank the Almighty God, in whom I believe, for guiding me and bestowing in me the wisdom to organise and conduct this research project. I would also like to extend my gratitude to all the people and institutions who contributed immensely towards the success of this research project and ensuring that it becomes a memorable piece of work.

- My mother, Ndou Tshifhiwa Catharine, for being there for me all the time and proved to me to be a better parent through her love and support. Her endless prayers are the key to my success.
- I am grateful to my lovely partner, Pfano Monica Tshikovhi, for her support, courage and instilling positive attitude in me towards my studies. I thank you for believing in me and getting the best out of me.
- Prof M.P. Khwashaba, my supervisor, for having struggled a lot in order to make my research project a success. I thank him for his sacrifices and the time he has spent in order to help me complete my research.
- Dr E. Mahole, My Co-Supervisor, his endless efforts, dedication and firmness, expertise, academic support and guidance throughout my studies have been of paramount importance. Not forgetting the knowledge that he has passed to me in relation to research and also about Public Administration.
- I would like to have special words of thanks to my sister, Ndou Fhumulani, for her support and instilling positive attitude in me during hard times when conducting this research project.
- I would also like to thank Thulamela Local Municipality and its Tribal Councils for giving me the approval to conduct my research and supporting me by answering the questionnaire and interviews.
- I would gratefully like to acknowledge the National Research Fund (NRF) for giving me the financial assistance to complete my research.
- Finally, I would also like to extend my gratitude to all my lecturers at the University of Venda for their support. I thank them for their time and valuable inputs.

DEDICATION

This research project is dedicated to my lovely late brother, Matodzi Vhutshilo Fortune. I will always remember you “**Mukomana**”. May the Almighty God let your soul continue to rest in peace.

ABSTRACT

The study focusses on the challenges militating against community participation on the Integrated Development Plan (IDP) process in Thulamela Local Municipality (TLM) and to find strategies to be used to enhance community participation on Integrated Development Plan. The study is based on matters of community participation and IDP in order to find out how community participation in the municipalities can influence the planning process in an integrated manner. The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) mandates local government to encourage the involvement of communities and community organisations in the matters of local government. IDP is the rightful platform to fulfil the aforementioned mandate in the local government.

In this study, the researcher made use of a mixed research method where both qualitative and quantitative research methods are used. The research is qualitative in nature, but the quantitative method is also used in data interpretation, because data collected was based on the views and opinions of a large number of respondents and the analysis of results based on statistical significance. The researcher used the non-probability sampling and its subtype purposive sampling method to select the participants in this study. Questionnaires, interviews as well as literature were used to gather data in this research. Two types of data analysis were used when analysing the data. For data collected through interview, the researcher used thematic analysis (Narrative form) and for data collected through questionnaire, the researcher used International Business Machinery (IBM)- Statistical Product in Service Solutions (SPSS) Statistics V25. The researcher followed research ethics before conducting the study.

The major findings of the study are:

- The study found out that 38 (76%) of the respondents agreed that community members actively participate in IDP process. This is an indication that community members of Thulamela Local Municipality actively participate in IDP process.
- The researcher found out that the majority of the respondents at 45 which constitutes 90% agreed that active community participation in IDP process plays an important role in the improvement of the basic service delivery.
- The researcher found out that majority of the respondents at 35 which constitutes 70% of the respondents in the study agreed that community members are well informed about different types of participation in IDP process.
- The researcher found out that majority of the respondents at 38 which constitutes 76% of the respondents in the study disagreed that there are enough resources to capacitate community members in order to participate actively in IDP process.

The main recommendations are:

- The researcher recommends that community members should take a share of responsibility to actively participate in IDP process. Thus, the community members should consider it necessary that they strive to make community participation on IDP process fashionable.
- The researcher recommends that there should be active community participation in IDP process because it plays an important role in the improvement of basic service delivery. Community participation in IDP process needs to be active for the basic service delivery to be improved.
- The researcher recommends that community members should be well informed about different types of participation on IDP process. It is the responsibility of the municipality to inform community members about different types of community participation that they can use to participate in IDP process.
- The researcher recommends that the municipality should make enough resources to capacitate community members in order to participate actively in IDP process available. The municipality should embark on a journey to raise funds either from other government sectors and/or private sectors.

Key Words: Challenges, Community, Participation, Community Participation, Integrated Development Plan, Integrated Development Planning process, Ward Committee

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LIST OF ABBREVIATIONS

AIDS	-	Acquired Immune Deficiency Syndrome
ANC	-	African National Congress
CBOs	-	Community-Based Organisations
CDWP	-	Community Development Workers Programme
CDWs	-	Community Development Workers
CSOPP	-	Civil Society Organisations and Partnership Programme
EXCO	-	Executive Committee
FIFA	-	Federation Internationale de Football Association
GNU	-	Government of National Unity
IBM	-	International Business Machinery
IDP	-	Integrated Development Plan
LED	-	Local Economic Development
MPAC	-	Municipal Public Accounts Committees
NCOP	-	National Council of Provinces
NEC	-	National Executive Committee
NGOs	-	Non-Governmental Organisations
PAC	-	Pan Africanists Congress
PMS	-	Performance Management Systems
PSC	-	Public Service Commission
RSA	-	Republic of South Africa
SALGA	-	South African Local Government Association
SDBIP	-	Service Delivery and Budget Implementation
SMS	-	Short Message Service

- SPSS** - Statistical Product in Service Solutions
- TLM** - Thulamela Local Municipality
- VAT** - Value Added Tax
- WPLG** - White Paper on Local Government

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

The study's focus is to investigate challenges militating against community participation in Integrated Development Plan (IDP) process in Thulamela Local Municipality (TLM). According to IDP Guide Pack (2011: 4) Integrated Development Plan is a municipal strategic development plan, for a period of five years, which is a very interactive and participatory process which requires involvement of several stakeholders. This requires all stakeholders to participate in the IDP process. Siphuma (2009: 91) is of the view that "community participation on Integrated Development Planning process is very crucial". Planact (2001: 18) states "one of the goals of Integrated Development Plan as to transform municipalities into developmental structures through community participation". Thus, municipalities should take into consideration, its Constitutional mandate to encourage the involvement of communities and local organisations in the matters of local government for the realisation of the goal.

This chapter presents the introduction and background of the study, problem statement, aim of the study, specific objectives of the study, research questions, significance of the study, delimitations of the study, limitations of the study, and definitions of operational definitions as well as organisation of the study.

1.2 BACKGROUND OF THE STUDY

Participation is a principle of good governance and South Africa as a democratic country is obliged to promote it at all its levels of government (national, provincial and local). At the centre of democracy is the Constitution of the Republic of South Africa, 1996, which is the supreme law of the country. The advocacy for participation is enshrined in Section 152 (1) (e) of the Constitution mandating all the municipalities to encourage the involvement of communities and community organisations in the matters of local government. It further, in Chapter 10 section 195 (1) (e) provides that people's needs must be responded to, and the public must be encouraged to participate in policy-making. Section 16 (1) of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) requires all municipalities to develop the culture of community participation and a culture of municipal governance that complement formal representative government with a system of participatory governance and must for this purpose encourage and create condition for local community to participate in the affairs of the municipality.

Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) provides that “all municipalities (metropolitans, districts and locals) have to undertake an Integrated Development Planning process to produce Integrated Development Plans (IDPs)”. According to Hicks (2006: 2), “ward committees were presented in districts as community structures in arrange to play a basic part of connecting and illuminating the districts approximately the requirements, yearnings, possibilities and issues of the communities”. Ward committees were established to form a linkage between local municipalities and communities by facilitating proper communication. It is in IDP through ward committees that communities and community organisations and all other stakeholders in the municipality are given a platform to participate in local government matters. There are many challenges militating against community participation on the IDP process and some are caused by the representativeness of the community within the municipality. Ward committees which are primarily meant to represent communities with the municipality are now serving as the councillor’s political representative which limits the opportunity for the communities to participate in the IDP process (Khawula 2016: 53).

Fortuin (2010: 18) indicates “the core function of every municipality as to deliver basic services to the community”. Thus, the effectiveness of community participation on the IDP process should manifest through quality services delivered by the municipality to the community on what the recipients of such services actually want. Fortuin (2010: 18) believes “this can be achieved by improving the relationship between the municipality and its communities”. Mahole (2012: 2) is of the view that “community participation plays a vital role in the improvement of the linkage between the municipality and community”. Mahole (2012: 2) noted the visibility of challenges concerning community participation as time consuming and costly to the community.

Cele (2003: 10) explains that “community participation on the IDP process is regarded as essential in accordance with the municipalities encouraging the involvement of community and community organisations in the matters of local government”. Ceasar (1999: 28) maintains that, “IDP is arguably the best mechanism which can bring about the transformation through a process of greater community participation”. Siphuma (2009: 91) concurs with Ceasar stating that, active community participation in the IDP process will transform the municipalities into developmental structures. Thus, the effectiveness of municipal transformation depends heavily on active involvement of the communities in matters of local government through Integrated Development Plan. To maximise the success of municipal IPDs, Siphuma (2009: 101) found it necessary that municipalities should be able to link up with other spheres of government, as well as government departments so that there is a proper co-ordination and implementation of service delivery to beneficiaries.

1.3 PROBLEM STATEMENT

One of the principles of democracy is participation by the citizens in government matters. South Africa as a democratic country is obliged to promote community participation at all levels of government, particularly local government. In a quest to do so, South Africa has put several legislations advocating for people's right to participate in government matters. Some of the legislations advocating for community participation include: The Constitution of Republic of south Africa, 1996; White Paper on Local Government (WPLG), 1998; Local Government Municipal Structures Act 1998 (Act No. 117 of 1998); and Local Government Municipal Systems Act 2000 (Act No. 32 of 2000). These legislations provide a broader framework for a participatory local democracy.

Not only are the legislations advocating for community participation provided but also mechanisms of community participation such as ward committees. According to Hicks (2006: 2) ward committees were presented in districts as community structures in arrange to play a basic part of connecting and illuminating the districts approximately the requirements, yearnings, possibilities and issues of the communities. They were established to create a linkage between local municipalities and communities by encouraging legitimate communication. Ward committees have an imperative part to play in effectively taking portion and deciding centre municipal business such as the IDP process. According to Putu (2006: 15), since 2001, ward committees have risen as an imperative instrument which brings around people-centered improvement, participatory and democratic local governance.

Although legislations and mechanisms advocating for participation in IDP have been provided for, community participation in Thulamela Local Municipality is still a challenge hence it is not yet realised. Siphuma (2009: 112) found out that Thulamela Local Municipality, like any other municipalities in South Africa, complies with the requirements of Local Government Municipal Systems Act 2000 (Act No. 32 of 2000) by developing cluster meetings as mechanism, process and procedure for community participation. But, these cluster meetings are not effective for community participation because community's needs differ from ward to ward and at these cluster meetings there is no specific focus on the relevant ward. Thus, this limits the desire for the communities and local organisations to be involved in the matters of local government in contrast to the provision by the Constitution.

According to Khawula (2016: 4) ward committees have gotten to be sites of unnecessary and divisive political contestation rather than speaking to a extend of civil society interface. This is apparent in Thulamela Local Municipality. Ward committees are focusing on the municipal council's politics rather than focusing on their key parts and duties of detailing the needs of the communities they represent (Siphuma 2009: 115). Hicks (2006: 2) adds that presently, it

is also not clear to what level ward committees in fact bring community responses and suggestions to bear on local government decision-making.

The unnecessary divisive political contestation deprives local communities to actively and effectively participate in IDP process. Thus, ward committees are not promoting the constitutional mandate for local government to encourage the involvement of the communities and community organisations in the matters of local governance. This heavily affects the kind of services rendered to different stakeholders in Thulamela. This is so because Integrated Development Plan of rendering services to the stakeholders is no longer integrated because some of the needs of the communities are not represented (Siphuma 2009: 112). For this reason, some communities have lost confidence in Thulamela Local Municipality as is manifested by the spate of service delivery protests. This was evident when Malamulele community protested to be released from Thulamela Local Municipality stating that they were not fully represented in the municipality. Nxumalo (2015) reported that Malamulele residents claim that Thulamela municipality has been channelling services to Tshivenda-speaking areas, rather than their own, which is dominated by Xitsonga speakers.

1.4 AIM OF THE STUDY

The aim of the study is to investigate challenges militating against community participation on Integrated Development Plan (IDP) process in Thulamela local Municipality and to come up with strategies that can be used to enhance community participation on Integrated Development Plan process.

1.5 SPECIFIC OBJECTIVES OF THE STUDY

The specific objectives of the study are:

- To describe challenges militating against community participation in Integrated Development Plan (IDP) process;
- To identify the roles of community participation in Integrated Development Plan (IDP) process in Thulamela Local Municipality;
- To identify different types of community participation in IDP process in Thulamela Local Municipality; and
- To determine strategies that Thulamela Local Municipality can use to enhance community participation in Integrated Development Plan (IDP) process.

1.6 RESEARCH QUESTIONS

The research questions of the study are:

- What are the challenges militating against community participation on Integrated Development Plan in Thulamela Local Municipality?
- What are the roles of community participation in Integrated Development Plan (IDP) process?
- What are the different types of community participation in the IDP in Thulamela Local Municipality?
- What are the strategies that Thulamela Local Municipality can use to enhance community participation in Integrated Development Plan (IDP) process?

1.7 SIGNIFICANCE OF THE STUDY

The study will benefit the TLM to understand better the challenges militating against community participation in the IDP. On the basis of the study's recommendations, the municipality will be able to take strategies recommended to prevent such challenges, which will enhance public service delivery within the municipality. The study is conducted to benefit communities within TLM and help them understand exactly what community participation in the IDP entails, so that they will be able to participate in the IDP process to bring forth their needs and demands in an acceptable manner. This study will equip the researcher with a better understanding of community participation in IDP process and how poor participation in IDP can affect municipal service delivery. The University of Venda as an academic institution can make use of this research study as a learning tool for students to acquire knowledge about community participation in IDP.

1.8 DELIMITATION OF THE STUDY

This study will be conducted in Thulamela Local Municipality in the Vhembe District of Limpopo Province. The researcher will investigate challenges militating against community participation in Integrated Development Plan (IDP) process in Thulamela Local Municipality. Data will be collected strictly from people within the area of Thulamela only.

1.9 DEFINITIONS OF OPERATIONAL DEFINITIONS

This sub-section presents the definitions of operational definitions. The manner in which concepts are defined in this study is in relation to what they exactly mean in this study. Thus, the meaning of concepts in this study intends to give knowledge as to what they mean in the content of this study. The concepts are as follows:

- **Thulamela Local Municipality**

According to the Thulamela IDP (2015/16: 8) Thulamela Local Municipality is a category B municipality in terms of the Municipal Structures Act 117 Of 1998 and is one of four local municipalities comprising the Vhembe District Municipality which is situated at the Eastern side of Mopani Local Municipality, Southern side of Mutale Local Municipality, Northern side of Makhado Local Municipality and Western side of Musina Local Municipality, Limpopo Province in the Republic of South Africa.

- **Municipality**

According to the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000), the municipality is “an organ of a state within the local sphere of government which exercises legislative and executive authority within an area determined in terms of the Local Government Municipal Systems Act, and which consists of political structure, administrative function and the community”. Municipality is an administrative entity composed of a clear characterized domain and its populace and commonly signifies a city, town, or town. A municipality is typically governed by a mayor and a city council or municipal council (Republic of South Africa, 2000: 14). In this study, municipality refers to the organ of the state with communal affair with the people at grassroots level.

- **Local Government**

Cameron and Stone (1995: 100) define local government as “the sphere of government that interacts most closely with citizens through service delivery and that can respond most speedily and effectively to local problems”. Reddy (1999: 9) defines local government as the level of government created to bring government to the people and to give citizens a sense of participation in the political processes that influence their daily lives and local authorities. For this study, local government refers to the third sphere of government closest to the people.

- **Participation**

Participation is defined by Nzimakwe (2008: 672) as active involvement in which all stakeholders, citizens and communities are involved, the promise to the public being that the community must be part of formulating solutions and decision-making process in local government. According to Rifkin and Kangere (2013: 5) participation is a complex and challenging approach of improving people’s lives particularly the poor and the disadvantaged. Participation, in this study, refers to an active involvement of community members in the municipal decision-making process.

- **Community Participation**

Nour (2011: 80) defines community participation as “the involvement of people in a community in projects to solve their own problems and people cannot be forced to participate in projects which affect their lives but should be given opportunity where possible”. This is held to be a basic human right and fundamental principle of democracy (Nour 2011: 80). Creighton (2005: 7) views community participation as the process by which community concerns, needs and values are incorporated into governmental and corporate decision-making processes. In this study, community participation refers to the involvement of community members in the municipality to voice their concerns, needs, demands, aspirations and values through decision-making process.

- **Integrated Development Plan (IDP)**

The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality (Republic of South Africa 2011: 4). According to IDP Guide Pack (2011: 4) “the Integrated Development Plan (IDP) is a five-year plan which local government is required to compile to determine the developmental needs of the municipality”. The IDP, in this study, refers to five-year municipal strategic planning document which integrates all the stakeholders’ needs, demands and aspirations and informs the municipality how to deliver such.

- **Integrated Development Plan (IDP) Process**

According to the IDP Guide Pack (2011: 4) “Integrated Development Planning is a process through which municipalities prepare a strategic development plan, for a five-year period” Integrated development planning is an exceptionally intuitively and participatory process which needs involvement of a number of stakeholders. The Integrated Development Plan (IDP) is a product of the integrated development planning process (IDP Guide Pack 2011: 4). The researcher defines IDP process as a process through which the municipality, together with all its stakeholders, prepare a five-year strategic planning on how to deliver required services to the people.

- **Ward Committee(s)**

Hicks (2006: 6) defines ward committees as “community structures which play a critical role in linking and informing the municipalities about the needs, aspirations, potentials and problems of the communities through participation”. Umuziwabantu Municipality (2009: 2) adds that, “using ward committees is an exciting way of achieving objectives and aims of developmental local government as outlined in the Constitution of the Republic of South Africa,

1996". The objective of a ward committee is to enhance participatory democracy in local government (Umuziwabantu Municipality 2009: 2). In this study, ward committee refers to a democratic community structure which links and informs the municipality about the needs, aspirations, potentials and problems of the communities through participation.

- **Service Delivery**

According to Fox and Meyer (1995: 119) "service delivery refers to the provision of public activities, benefits". Services relate both to the provision of tangible public goods and to intangible service themselves (Fox and Meyer 1995: 119). According to the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000), municipal service means that their municipality in terms of its powers and functions provides or may provide services through an internal mechanism stipulated in Section 76 of the Act. The Act indicates that "a municipality may provide a municipal basic service in its area or part of its area through an internal mechanism, which may be a department, or any other administrative unit devised by the municipality to provide such basic services, which is clean water, electricity, housing, basic sanitation and refuse removal". Service delivery, in this study, refers to the provision of tangible and intangible basic services by the municipality to its communities.

1.10 ORGANISATION OF THE STUDY

This study is divided into five chapters which are laid out as follows:

Chapter 1: Introduction and Background of the study

The first chapter covers introduction and background of the study, problem statement, aim of the study, specific objectives of the study, research questions, significance of the study, delimitation of the study, definitions of operational definitions, and organisation of the study.

Chapter 2: Literature Review

The second chapter provides a literature review on community participation in Integrated Development Plan (IDP) process. This chapter also presents the legislative framework on community participation in IDP process. Community participation in the IDP process is explored in detail in this chapter. Literature related to the central issues of the research study is also reviewed. An empirical perspective of challenges militating against community participation on Integrated Development Plan process is discussed in this chapter.

Chapter 3: Research Methodology

The third chapter provides details on research methodologies that were used to investigate the challenges militating against community participation in IDP process in Thulamela Local Municipality. In this chapter, the preference for the use of research method, which is mixed research methodology (in which qualitative and quantitative are used), is explained. This chapter also presents aspects such as research design, research methodology, study area, population of the study, sampling method and sampling size, data collection methods, data analysis methods, and ethical considerations.

Chapter 4: Data Presentation, Interpretation and Analysis

Chapter four presents data collected through questionnaire and interview schedule. This chapter is divided into two sections, namely, analysis of data collected through questionnaire and analysis of data collected through interview schedule. In this chapter, respondents' responses were presented, analysed and interpreted as a way of providing an understanding of the nature of the research findings on challenges militating against community participation in IDP process in Thulamela local Municipality. In this chapter, data obtained from the respondents was presented, interpreted and analysed in a graphic and tabular form as well as in narrative form to capture challenges militating against community participation in IDP process.

Chapter 5: Findings Recommendations and Conclusion

The fifth chapter presents an overview of the study, major findings of the study, synthesis of the research findings, recommendations of the study to enhance community participation in IDP process, as well as recommendations for future related research studies. The chapter also presents the end product of what the researcher has studied throughout. In this chapter, summary of the study is presented in a form of conclusion remarks.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents literature review on challenges militating against community participation in Integrated Development Plan (IDP) process. The review of the literature will be based on the legislative framework on community participation in Integrated Development Plan in municipalities, historical background of community participation in IDP process, advantages and disadvantages of community participation in IDP process, the importance of community participation in IDP process, tactics of community participation in IDP, community participation mechanisms in IDP process, types of community participation, challenges of community participation in IDP process, strategies to enhance community participation in IDP process, the concept of Integrated Development Plan in South Africa, Phases of IDP process, stakeholders of the IDP process and necessity of having IDP in municipalities.

Community participation is an active process by members of the community to deliberate on the issues affecting them. Kumar (2011: 32) argues that “community participation builds on the commitment of the democratic government to deepen democracy which is embedded in the Constitution of the Republic of South Africa 1996 as amended”. South African government commits itself to form a participation that is genuinely empowering which is not a token consultation or a manipulative gesture which includes a range of activities for the creation of democratic representative structures to assist the community at local level such as ward committees and Community Based Organisations (CBOs) to support the community. There is plenty of literature on community participation on Integrated Development Plan in South African local government with challenges lying on the implementation of those policies. It is very clear that the main primary aim of community participation in IDP is to strengthen municipal planning process for effective and efficient service delivery (Khawula 2016: 70).

Buccus (2007: 4) argues that “community participation assumes that those affected by a situation are best placed to determine how to change it and make implementation work”. Nowadays, people and institutions around the world are demanding the right to participate in local government and municipal decision-making processes. As the focus of development has shifted from modernisation to sustainability and focused on macro-economic success to a broad view of human well-being, the roles of the states and citizens in the development process has also shifted (Buccus 2007: 4). It is recognised that good development policy and practice must do more to ensure economic efficiency, promote human well-being and equality.

To effectively achieve this, the municipalities must take into account the diverse needs, values and aspirations of the communities they serve.

Buccus (2007: 5) further outlines that the idea about community participation now suffuse the international development literature, from community development practitioners to policy makers all agreed broadly to a need to mind the grassroots “to ensure that communities are involved and engaged in the development process, to carry out development initiatives in partnership bridges private and public sectors and to pursue decentralised governance, participatory development, civil-society building and deepened democracy, and to encourage greater involvement in decision-making process”. According to Eversole (2005: 1) community participation is designed to promote the values of good governance and human rights. Participation is intrinsic to good governance and improves the effectiveness and efficiency of government to have direct plans towards people affected, particularly the poor (Theron 2000: 66).

2.2 HISTORICAL BACKGROUND OF COMMUNITY PARTICIPATION ON IDP PROCESS

Prior 1994, South Africa was racially segregated, with the Whites given first priority to fully participate and receive government services and Blacks, Indians and Coloureds deprived of their rights to participate in government matters (Davids 2005: 18). South Africa was racially separated during Apartheid regime, from 1948 till 1994. The Apartheid regime saw people classified due to their colours (race), with the Whites being the first preference and regarded as superior than the other races. Thus, Apartheid was a policy or system of segregation or discrimination on grounds of race. Nleya, Tapscott, Thompson, Piper and Michelle (2011: 8) argue that apartheid period could be regarded as the period that brought the poverty to the Black minority in South Africa. They further argued that this is so because Apartheid was implemented and enforced by a large number of Acts and other laws that brought hardship to Blacks. Resultantly, black people were denied their fundamental human rights which saw them excluded from government matters with no say, thus, they had no freedom of speech nor the right to participate in government matters (Oxford University 2006: 56).

Non-white communities were excluded from the decision-making process through statutory mechanisms such as the Group Areas Act, 1950 (Act No. 41 of 1950) and the Population Registration Act, 1950 (Act No. 30 of 1950). The structure of government amid the apartheid administration comprised of national and provincial government which comprised four provinces and local government. Local municipalities were only permitted to execute activities that were given for by national and provincial laws. According to Tapscott (2006: 3) “African,

Indian and Coloured people were not allowed to participate in elections for decades and public engagement by black people at local government level was limited to their own structures”.

In an endeavour to switch this segregation and avoidance of the larger part of the individuals, the democratic government, post 1994, had to discover ways to consolidate already prohibited groups into the decision-making process, which would eventually lead to support within the economic life of the nation (Davids 2005: 18). Taking after the historical April 1994 elections, the new Government of National Unity (GNU) had the challenging assignment of fixing the past shameful acts of open prohibition. The Constitution of the Republic of South Africa Act, 1996, in Chapter 195 (1) (i), provides that “public administration must be broadly representative of South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representative”.

2.2.1 Community participation in local government

According to Bekker (1996: 29), the phenomenon of community participation in the affairs of democratic government is a well-established global concept. Bekker (1996: 49) further indicates that community participation in local governance is of crucial importance in a democratic government such as that of South Africa. Community participation strikes directly at the core of the structuring of the relationship between citizens and their government. Community participation at local government (municipalities) becomes more democratic by allowing community to be involved in the affairs of local government as mandated by the Constitution of the Republic of South Africa, 1996.

Theron (2000: 64) argues that good governance is often culture bond and there is no quick fix for developing a culture of good governance. Theron (2000: 65) goes further to indicate that there are basically four key features of good governance which are accountability, predictability, participation and transparency:

- **Accountability**

Accountability is the heart of good governance and also has to do with holding governments responsible for their actions. At the political level it means making rulers accountable to the ruled. Typically, through the contestation of political power and at the level of government accountability takes several forms.

- **Predictability**

Predictability is the process through which laws and regulations operate. An appropriate legal system will provide stability and predictability which are essential elements in creating an economic environment where business risks may be rationally assessed, and the legal framework also affect the lives of the poor, and as such it becomes an important dimension of strategies for poverty alleviation.

- **Participation**

Participation is intrinsic to good governance. Participatory development thought of local level reflection of good governance, public hearings and other local level consultations ensure that people affected by development activities can voice their concern, debate alternatives and negotiate compensation. The effective voice of local people, particularly the poor, can be increased by policy reforms at the national level, that allows greater freedom to join non-governmental organisations (NGOs), trade unions and other bodies to understand better and influence decisions that affect them. Community participation in decision-making helps to improve information flow, accountability, due process and voice thereby improves public sector management.

- **Transparency**

The themes of transparency and information pervade good governance and reinforcement accountability. Transparency improves both the availability and the accuracy of market information and thereby lowers transaction costs and it is a prerequisite for successful participation in programme design and implementation, as well as for ultimate public support of the government's overall expenditure policies.

2.3 LEGAL FRAMEWORK ON COMMUNITY PARTICIPATION AND INTEGRATED DEVELOPMENT PLAN (IDP) IN MUNICIPALITIES

This section presents legal framework on community participation on IDP process in municipalities. According to Piper and Chanza (2006:18), "local government as a sphere of government closest to the people has been given a new mandate to involve communities in municipal governance". For this reason, different legislations have been presented calling for a framework of participatory governance or community participation.

Khawula (2016: 17) argues that "the theory of community participation in South Africa does not happen in a vacuum, but rather in line with legislative framework". At the centre of community participation in local government is the Constitution of the Republic of South Africa

Act, 1996. There are a number of other policies directing community participation in local government like the White Paper on Local Government (WPLG) 1998; Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998); Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000); White Paper on Transforming Public Service Delivery, 1997: Batho Pele; National Policy Framework on Public Participation, 2005; Promotion of Access to Information Act, 2000 (Act No. 2 of 2000); Municipal Planning Performance Management Regulations, 2001; and Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003).

2.3.1 Constitution of Republic of South Africa Act, 1996

At the centre of democracy in South Africa is the Constitution. The Constitution of the Republic of South Africa Act, 1996 is the fundamental law of the country and it advocates for community participation in local government. Chapter 7 section 152 (1) (e) of the Constitution of Republic of South Africa Act, 1996 states the object of local government as to encourage the involvement of communities and community organisations in the matters of local government. According to Mogale (2005: 136), “this mandate requires a cooperative approach and effective partnership where local authorities provide strong leadership in their areas and their communities”.

According to Section 195 (1) of the Constitution public administration must be governed by the democratic values and principles enshrined in the Constitution. These principles include, among others, that:

- Public administration must be development-oriented;
- Services must be provided impartially, fairly, equitably and without bias;
- People's needs must be responded to, and the public must be encouraged to participate in policy-making;
- Public administration must be accountable; and
- Transparency must be fostered by providing the public with timely, accessible and accurate information.

According to Section 195 (1) of the Constitution “public administration must be governed by the democratic values and principles enshrined in the Constitution. According to Khawula (2016: 28), “these principles ensure that government and public officials encourage community participation in local government as it is an essential democratic right of the people to engage in activities that affect their lives”. Therefore, local government has to ensure

effective engagement of the community in the IDP process. The Constitution makes a very clear provision for the public to participate in government affairs.

2.3.2 White Paper on Local Government (WPLG), 1998

According to the White Paper on Local Government (WPLG), 1998 “developmental local government is a government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”. Section B of the White Paper on Local Government, 1998 requires municipalities to create mechanisms to guarantee community participation in policy initiation, formulation, implementation, monitoring and evaluation of programmes. Each municipality must create a localised system of participation.

The WPLG, 1998 gives local municipalities the opportunity to establish structures such as ward committees which would ensure that there is indeed a meaningful involvement and collaboration with councillors. Integrated Development Plan (IDP) is one of the mechanisms of developmental local government highlighted out in the White Paper on Local Government, 1998. Section B of the White Paper on Local Government (1998:23) highlights the characteristics of developmental local government as follows:

- Maximising social development and economic growth: The powers and function of local government ought to be exercised in a way that has greatest effect on the social development of communities.
- Integrating and coordinating: Developmental local government must give vision and authority for all those who have a part to play in accomplishing nearby success.
- Democratising development: Municipalities can render support to people and community initiatives, coordinating community energies into ventures and programmes which benefit the whole area.
- Leading and learning: Developmental local government requires that municipalities become more strategic, visionary and eventually persuasive within the way they work. Subsequently, community participation in municipal affairs is empowered to make sure that these characteristics of developmental government are met and to make sure that service delivery improves.

However, the findings from the local government turnaround strategy highlighted the challenges that make community participation more difficult. In the local government sphere,

there are challenges of recurring service delivery protests. This is frequently reported in the daily press.

2.3.2.1 Ward committee

The White Paper on Local Government, 1998 gives local municipalities the opportunity to establish structures such as ward committees which would ensure that indeed there is significant involvement and collaboration with councillors. It further provides general guidelines on how ward committees ought be; their functions; roles; powers and duties; and administrative arrangements. The main role of ward committees is to facilitate local community participation in the decisions which affect the local community, the articulation of local community interests and the representation of these interests within the municipality. Khawula (2016: 4) has stated that ward committees are deviating from their sole purpose of enhancing participatory democracy in local government and become sites of unnecessary and divisive political contestation.

2.3.3 Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998)

In terms of section 73 of the Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) the establishment of ward committees is required as one of the focused structures to enhance participatory democracy in local government. Section 16 (4) of Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) encourages the local community to get involved in the affairs of the municipality. In this regard the community can participate in the municipal planning processes.

Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) emphasises community participation by stating that “the duties of the executive committee members are to report on the community involvement in municipal affairs and to ensure community participation and consultation and report the effects thereof on decisions taken by the council. In terms of section 19 of the Act, municipalities are required to make every effort to attain the objectives set out in Section 152 of the Constitution, namely to”:

- Develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers; and
- Review the desires of the community annually and devise municipal priorities and policies for meeting those desires and involving the community in all municipal processes.

Through these objectives, Khawula (2016: 25) believes that “the importance of community participation in matters of local government through the various processes such as the IDP cannot be ignored”. Therefore, community members must be encouraged to participate in programmes that intend to improve service delivery.

Section 81 of the Municipal Structures Act, 1998 (Act No. 117 of 1998) states that “traditional leaders traditionally observe a system of customary law in the area of a municipality and may participate through their leaders, identified in terms of Sub-Section (2) of the Municipal Structures Act, 1998 (Act No. 117 of 1998) in the proceedings of the council of that municipality and traditional leaders must be allowed to attend and participate in any meeting of the council before it takes a decision on any matter affecting the area of traditional authority”. The municipal council must give traditional leaders authority and opportunity to express their views on the matter.

2.3.4 Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000)

The purposes of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) are to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, while ensuring universal access to essential services that are affordable to all:

- To define the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality’s political and administrative structures;
- To provide for community participation;
- To establish a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government;
- To provide a framework for local public administration and human resource development;
- To empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts;
- To provide for credit control and debt collection;

- To establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment;
- To provide for legal matters pertaining to local government; and
- To provide for matters incidental thereto.

Section 16 (1) of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) “requires all municipalities to develop the culture of community participation and a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose”:

- Encourage and create condition for local community to participate in the affairs of the municipality, including implementation and review of its integrated development plan in terms of Chapter 5 of the Municipal Systems Act 32 of 2000. The establishment, implantation and review of its performance management system in terms of Chapter 6, monitoring and review of its performance, including the outcome and impact of such performance, the preparation of its budget and strategic decision relating to the provision of municipal services in terms of Chapter 8 of the Municipal Systems Act, 2000.
- Contribute to building the capacity of the local community to enable community to participate in the affairs of the municipality, councillors and municipal staff to foster community participation, and
- Encourage municipality to use its resources and annually allocated funds in its budget as maybe appropriate for the purpose of implementing its Integrated Development Plan and community participation.

Section 17 of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) is about the mechanisms, processes and procedures for community participation. Municipal Systems Act, 2000 states that “participation by the local community in the affairs of the municipality must take place through political structures for participation in terms of the Municipal Structures Act 117 of 1998; the mechanisms, processes and procedures for participation in municipal governance established in terms of the Municipal Systems Act 32 of 2000; other appropriate mechanisms, processes and procedures established by the

municipality; councillors; and generally applying the provisions for participation as provided for in Municipal Systems Act 32 of 2000”.

2.3.5 White Paper on Transforming Public Service Delivery, 1997

White Paper on Transforming Public Service Delivery, 1997, known as Batho Pele White Paper, promotes mechanism to enable state machinery to optimise the provision of basic services. Batho Pele, a Sotho translation for “People First”, is an initiative to get public servants to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement. Batho Pele is a legislation of service delivery whereby citizens are placed at the centre of public service planning and operations.

Eight Batho Pele principles were developed to serve as an acceptable policy and legislative framework regarding service delivery in the public service. These principles create a room for greater communities to participate in matters of local government. Eight Batho Pele key principles are: consultation; service standards; access to service; information; openness and transparency; courtesy; redress; and value for money.

2.3.5.1 Consultation

It is important for citizens to be consulted about the level and quality of services they would receive and, if situations permit, they should be given a choice on the type of service they wish to receive. “Consultation will give citizens the opportunity to influence decisions on public service by providing objective evidence that will determine service delivery priorities” (Khawula 2016: 30). “Consultation can also help to foster a more participatory and co-operative relationship between the providers and the users of public services” (White Paper on Transforming Service delivery, 1997). Consultation is quite relevant to the IDP in the manner that during the development of the IDP, communities is consulted and given an opportunity to state how they would want the service in their areas to be delivered. The results of the consultation should be reported to the appropriate body. They should be widely published within the organisation so that all members of staff are made aware of how their services are perceived.

2.3.5.2 Setting service standards

Setting service targets is normally part of the corporate planning cycle and must include the collective effort of employees to make sure broad ownership of and commitment to the plan and the targets (Crous 2004: 578). It is for this reason that citizens should be informed about the level and quality of public services they can expect. According to the White Paper on Transforming Service Delivery, 1997 (Batho Pele White Paper) “the National and Provincial

departments must publish standards for the level and quality of service delivery they will provide”. This should include the introduction of new services to those who were previously denied access to them. Standards for the level and quality of services, including the introduction of new services, should be published. A standard for national services should be set to serve as the national base-line standards for nationwide service delivery. The standard of services that citizens expect should be communicated to them. During the IDP process, citizens should be given the service standards they would expect about their services. Participation in IDP process helps the municipality in setting the service standards.

2.3.5.3 Increasing access

Citizens must have equal access to the service to which they are entitled to. Many people who live in remote areas must not travel long distances to avail themselves for public services. National and Provincial departments are required to specify and set targets for progressively increasing access to their services for those who have not previously received them. “In drawing up service delivery programmes, national and provincial department must develop strategies to eliminate the disadvantages of distance for example, by setting up mobile units and redeploying facilities and resources closer to those in great need” (White Paper on Transforming Service delivery, 1997). The participation of the community in the IDP increases the chances of the citizen having access to information on the operations of the municipality.

2.3.5.4 Ensuring courtesy

It is highly recommended that South African citizens be treated with respect, courtesy and consideration. To ensure this, municipality should set standards for the treatment of the public and incorporate these into their Codes of Conduct, values and training programmes. Courtesy is related to ethical behaviour. Public employees’ conduct should be above reproach in the exercise of their official duties. They should be free from vested, selfish interests and are therefore expected to display selfless behaviour. Public officials should possess essential qualities such as integrity and ensuring that public interest is placed above their own. The White Paper on Service Delivery, 1997 (Batho Pele) states that “the concept of courtesy is much wider than asking public servants to give polite smiles”. The Code of Conduct for public servants issued by the Public Service Commission, makes it clear that courtesy and regard for individual dignity are one of the fundamental duties of public servants. It specifies that public servants must treat members of the public as customers who are entitled to receive the highest standard of service.

The Batho Pele White Paper (1997) states that national and provincial departments must specify the standards for the way in which customers should be treated. The standards should cover the following:

- Greeting and addressing customers;
- The identification of staff by name when dealing with customers whether in person, on telephone or in writing;
- The style and tone of written communications;
- Simplification and customer friendliness of forms;
- The maximum length of time within which response must be made on enquiries;
- How complaints should be dealt with; and
- Dealing with people who have special needs, such as elderly people or language problems.

2.3.5.5 Providing information

For citizens to fully participate in government affairs in all spheres of government, they should be given full and accurate information. Information is one of the most powerful tools at the public's disposal in exercising its right to good service delivery. Government institutions must provide full, accurate and up-to-date information about their activities. The consultation process should be used to establish what the public wants to know and then to work out where and when the information can be provided. According to the White Paper on Service Delivery, 1997 (Batho Pele) "implementing Batho Pele will require a complete transformation of communication with the public. Information is one of the most powerful tools at the public's disposal for exercising its right to good service delivery". Municipality must provide full, accurate and up-to-date facts about services that communities are entitled to.

2.3.5.6 Openness and transparency

White Paper on Transforming Service delivery, 1997 states that "openness and transparency are the hallmarks of a democratic government and are fundamental to the public service transformation process". In terms of public service delivery, importance lies in the need to build confidence and trust between the public sector and the public whom they serve. A key aspect of this is that the public should know more about the way national and provincial departments are run, how well they perform, and the resources they consume and who are in charge. In addition, departments may use events such as open days, preferably not during working

hours, to invite citizens to visit the department to meet with all levels of officials to discuss service delivery. Participation of communities in matters of local government, including municipalities, increases the accountability and transparency of government and municipal officials.

2.3.5.7 Redress

Redress means that public officials must apologise to the citizens when they do not deliver the promised standard of service and undertake to remedy the situation immediately. In a case whereby the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy. They have to explain why the service quality is below standard. Public officials should rectify their failures and mistakes in a case where a service rendered did not meet the promised standards and was not rendered timeously. Furthermore, when complaints are made citizens should receive a sympathetic, positive response. Redress is referred to as a principle of remedying mistakes and failures which he says is also known as recovery. Recovery implies acknowledging that the institution made a mistake hence the need to apologise, rectify the mistake and doing more than what is required and expected is imperative.

2.3.5.8 Value for money

The value for money principle gives citizens the right to demand that the services they receive are real value for the money they pay for them. This makes public officials responsible for providing efficient, effective and economic services. The value for money of the Batho Pele White Paper requires that government departments search for creative ways to simplify procedures and eliminate wasteful expenditure and inefficiency. The value for money principle encourages public servants to prioritise the use of the resources of the state and by so doing generate more public value. According to White Paper on Transforming Public Service Delivery, 1997 value for money is not to cut the costs; it is also about careful spending by the departments while at the same time ensuring that effective service delivery is not compromised. Public services should be provided inexpensively and cost-effectively in order to give citizens the best possible value for money. The citizens pay income, Value Added Tax (VAT) and other taxes to finance the administration of the country. For this reason, the citizens have the right to insist that their money should be used properly.

Batho Pele principles are useful to both public and ward committees as benchmarks to monitor and provide feedback on municipal service quality, especially in a cross-the-counter service (RSA 2005:20). Batho Pele principles commit all municipal officials to quality service delivery, as well as honest and transparent communication with the country's citizens. Customers are

being viewed as clients with a promise of professional service at customer care centres; this obliges municipalities to continuously seek suggestions from communities with a view to improving the services rendered.

2.3.6 National Policy Framework on Public Participation, 2005

The purpose of National Policy Framework on Public Participation, 2005 is to provide a policy framework for community participation in South Africa. It builds on the commitment of the democratic government to deepen democracy, which is embedded in the Constitution and, above all, in the concept of local government as comprising the municipality and the community. The National Policy Framework for Public Participation (2005: 12) demonstrates the significance of participating in a democracy by stressing the commitment of the democratic government to deepen democracy. The National Policy Framework for Public Participation, 2005 contains guidelines for municipalities to ensure that the IDP and any improvement programmes from the government reach all needy communities in South Africa.

2.3.6.1 Principles of community participation

The National Policy Framework for Public Participation, 2005 provides principles of community participation which outline how communities participate in their development and service delivery and such principles are inclusivity; diversity; building community participation; transparency; flexibility; approachability; answerability; respect, trust and commitment; and integration.

- *Inclusivity*: The inclusive principles tend to embrace all views and opinions in the process of community participation. During the consultation process, the views and opinions of the society are taken into consideration and integrated in to the IDP process.
- *Diversity*: In a public participation process it is imperative to recognise the differences connected with race, gender, religion, ethnicity, language, age, economic status and sexual orientation. These differences should be permitted to emerge and, where appropriate, ways sought to develop consensus. Planning processes must be built on these differences.
- *Building public participation*: Capacity-building is the active encouragement of stakeholders so that they clearly and fully understand the objective of community involvement and may, in turn, take such actions or conduct themselves in ways that are calculated to obtain or lead to the delivery of the objectives. During capacity-

building, community members should be encouraged to participate, and the benefits of participation should be explained.

- *Transparency:* Promoting honesty, sincerity and openness amongst all role players in the process of community participation is of paramount importance. Therefore, it is imperative for government initiatives towards development to be conducted in a manner that promotes transparency and accountability.
- *Flexibility:* This principle speaks to the ability to create an opportunity for adjustment for the use of the participatory process. Flexibility is often compulsory in respect of procedure and timing. If this principle is encouraged the participatory processes up front, will allow for adequate community participation, realistic management of costs and better ability to manage the quality of the output.
- *Approachability:* Accessibility is aimed at ensuring that stakeholders in a community involvement process fully and clearly recognise the aim, objectives, issues and procedures of the process, and are encouraged to take part effectively. This principle ensures not only that the stakeholders can link to the procedure and the issues at hand, but also that they are, at the practical level, able to make their input into the process.
- *Answerability:* All the participants in the participatory process take full responsibility for their individual actions and conduct. They are also willing and committed to implement, abide by and communicate as necessary all measures and decisions in the course of the procedure.
- *Respect, trust and commitment:* In the whole process of public participation, trust is important. Trust is used to denote confidence and faithfulness in the honesty, sincerity, integrity and ability of the procedure, thus facilitating the process. If the whole process of participation is done in a rush without enough resources being allocated to carry out the process, it will undoubtedly be seen as a public relations exercise and is likely to diminish the trust and respect of the community in whoever is conducting the process in the long term, to the detriment of any community involvement process.
- *Integration:* The integration principle is important in the sense that community involvement processes are integrated into mainstream policies and services, such as the IDP process and service planning.

2.3.7 Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)

The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) fosters and promotes a culture of transparency, accountability, freedom of information to the people and propriety, and the Act also recognizes the right of all people to have access to information and requires that if government institutions want to withhold the information it should be justified (MacKay 2004: 54). Mogaladi (2007: 19), in concurring with MacKay's (2004: 54) argument with regard to this Act, indicates that it is evident that the new system of local government offers opportunities for all people to become actively involved in local government issues and makes it compulsory for each municipality to create an enabling environment and to set up systems that make people's participation in local governance possible and effective.

Mogaladi (2007: 19) argues that through Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) people will be able to be involved in public debate on issues that affect them. The issues should be tabled on the agenda for rural development related discussions. Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) gives people the right to obtain access to all kinds of government information that was previously hidden from the public. The Act is important because it provides a weapon by allowing people to ask for reasons for any decision taken, and the decision must be lawful, fair and reasonable. The situation at Thulamela Local Municipality clearly shows that the municipality ensures that its communities are informed about any matter taking place in respect of the Act.

2.3.8 Municipal Planning Performance Management Regulations, 2001

There is a close connection between the Municipal Planning Performance Management Regulations, 2001 and the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000). The Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) requires that "a municipality through appropriate mechanisms, procedures and process established in terms of Chapter 4, must involve the local community in the development, implementation and review of the municipalities' Performance Management Systems (PMS), and also in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets. Section 15 of the Municipal Planning Performance Management Regulations, 2001 further stipulates that if there are no other municipal wide structures for community participation, a municipality must establish a forum, and this forum must be representative and enhance community participation in the Integrated Development Plan".

In addition, the Municipal Planning Performance Management Regulations, 2001 states that "the forum must enhance community participation monitoring, measuring and reviewing performance and the function of the forum includes consultation and monitoring Integrated

Development Plan; its implementation and review; discussion of the PMS and its implementation and review and monitoring municipal performance according to the Key Performance Indicator and targets set by the municipality”.

2.3.9 Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003)

Reddy (2003: 3) states that since the first democratic elections in 1994, all spheres of government have experienced change and reappraisal. The policies, systems and the processes of the apartheid served the goals of that era and hence did not reflect the needs of all South Africans. Government has been reviewing local government legislations to improve systems and processes to ensure effective, efficient and economical basic service delivery. Section 23 of the Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003) indicates that “when the annual budget has been tabled, the municipal council must consider any views of the local community; and the National Treasury, relevant provincial treasury and a provincial or national organ of the or municipalities which made submission on the budget”. The Act supplements the Local Government Municipal Structures and the Systems Act aimed at transforming municipalities to become more participatory, transparent and accountable.

Chapter 4 of the Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003) which is about municipal budget, determines the budget process of the municipalities within a three-year budgeting framework. It standardises the format for budget documentation and links budget to other related policy such as the IDP. It modernises the budget process by providing for system of votes on expenditure, capital, operating budget and process of consultation after the tabling of the budget. Section 23 (a) of Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003) which is about consultation on tabled budget; indicates that when the annual budget has been tabled the municipal council must consider any views of the local community.

The Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003), does not mention ward committee explicitly. However, it does call for community participation in a number of processes related to how municipal resources are used and reported on, such as the drawing up of the annual municipal budget, the establishment of municipal entities and public-private partnership and the publication of the annual report of the municipality (Smith 2008: 8). Reddy (2003: 161) indicates that when local government and local municipality have a need to improve the quality of life of the community, they must have their communities involved through community participation in order to achieve their aim of improving the delivery of quality goods and basic services to the community.

2.4 DEVELOPMENTAL LOCAL GOVERNMENT

Before South Africa was democratic, it was governed by an Apartheid policy which segregated people on the basis of their race. Transforming into the new democratic government brought changes to the local government service delivery which now has to cater for all races. Developmental local government is part of the transition in public service delivery, addressing the previous challenges that existed in local government during Apartheid. Thus, it is now the role of local government to ensure development in local communities. The White Paper on Local Government (1998) defines developmental local government as “government committed to working with the citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives”.

De Visser (2005: 70) states that it is believed that the local government elections held on 5th December 2000 were the first fully democratic local elections in South Africa. New boundaries were drawn that included every part of the country and broke the old apartheid divisions. The White Paper on local government states that local government must play a developmental role. On the other hand, the Constitution of Republic of South Africa states that government must take reasonable steps, within available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security (De Visser 2005: 70).

Developmental local government means a local government committed to working with individuals and groups within the community to find sustainable ways to meet their social, economic and material needs and improve their quality of life. It should be aimed primarily at those members and groups within the communities that are more frequently excluded, such as women, people with disabilities and very poor people. Khawula (2016: 90) recognizes that municipalities or local governments face major challenges to promote people's overall well-being and meet human needs, address delays and problems caused by apartheid planning and planning for a sustainable future. Local government can only address these challenges by collaborating with local citizens, communities and businesses and adopting a development approach. The local development government has four related characteristics that are analysed below (De Visser 2005: 70).

2.4.1 Four Interrelated Characteristics of Developmental Local Government

Developmental local government has four interrelated characteristics which will be discussed and analysed below. These include: maximising social development and economic growth; integrating and co-ordinating; democratising development; and leading and learning.

2.4.1.1 Maximising Social Development and Economic Growth

A municipality needs to ensure that all of its plans, policies, programmes and actions will lead to economic and social development and a better-quality life for all, especially those who have been historically disadvantaged. Everything that a municipality does should be done to impact as much as possible on the economic and social development of an area. In particular, municipalities must be serious about their responsibility to provide services that meet the basic needs of the poor in their communities in a cost-effective and affordable manner (Van Donk 2008: 72). This can be achieved in two ways:

- Firstly, municipalities should provide some relief for the poor. Government policy is to provide a free basic amount of service particularly for water and electricity to households that otherwise do not have access to these services. They can also promote social development through arts and culture, the provision of recreational and community facilities, and the delivery of social welfare services (Van Donk 2008: 72).
- Secondly, municipalities have a great influence on local economic development and therefore must work with local companies to improve job creation and investment. It is not the role of the local government to create jobs, but it can take active measures to improve conditions in the area for job opportunities. When the municipality provides new basic infrastructure for homes, such as water and waste water, contracts should preferably be granted to small local businesses employing local people. Other programs that could be launched to alleviate poverty and improve job creation are, for example, the provision of support services, such as training for small businesses or community development organizations (Van Donk 2008: 72).

2.4.1.2 Integrating and Co-ordinating

According to Siphuma (2009: 46), “in most local areas, there are many different agencies that contribute towards the development of the area, such as national and provincial government departments, parastatals (like Eskom and Spoornet), trade unions, community groups and private sector organisations”. Developmental local government must provide a vision and leadership to all those who have a role to play in achieving local prosperity. One of the most important methods for achieving greater co-ordination and integration is integrated development planning. Integrated Development Plan is a super plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve quality of life for all the people living in an area (White Paper on Local Government 1998).

2.4.1.3 Democratising Development

Cameron and Stone (1995:104) argue that “Municipal Councils play a central role in promoting local democracy”. In addition to representing community interests within the Council, “councillors should make sure that citizens and community groups are involved in the design and delivery of municipal programmes”. Ward committees and community consultation are important ways of achieving greater involvement. De Visser (2005: 75) believes municipalities must adopt inclusive approaches to foster community participation, together with strategies aimed at removing obstacles to, and actively encourage, the participation of marginalised groups in local community. Municipalities can also do a lot to support individuals and community initiatives, and to direct them to benefit the area as a whole. The involvement of youth organisations in this regard is particularly important. It is believed that Integrated Development Plan (IDP) strengthens democracy; through the active participation of all the stakeholders, decisions are made or taken in a democratic and transparent manner (Cameron and Stone 1995:104).

2.4.1.4 Leading and Learning

The extremely rapid changes happening at the international, national and local levels are obliging local communities to rethink the way they are organised and governed. Everywhere communities should find new ways to sustain their economies, build their societies, protect their environments, improve personal safety and eliminate poverty (De Visser 2005: 70). This requires municipalities to create strategies and find means to deal with these issues, as there is no single correct way of achieving these goals. This requires a co-operation between stakeholders. Van der Waldt (1996: 82) is of the view that municipalities have to create a sense of common purpose to find local solutions for increased sustainability. At the same time, municipalities should build the capacity for their communities. The leadership of a developmental municipality must make sure they stay on top of developments and change. They must come with strategies, have visions and policies and generate a range of resources to meet basic needs so that they achieve developmental goals in their area (De Visser 2005: 70).

2.4.2 How do you know if your municipality is developmental?

The municipalities are believed to be developmental only if they can provide efficient delivery towards: provision of household infrastructure and services; creation of liveable, integrated cities, towns and rural areas; and local economic development.

2.4.2.1 Provision of Household Infrastructure and Services

The municipalities are said to be developmental only if they are able to deliver on the provision of household infrastructure and services (Van der Waldt 1996: 82). These include services such as water, sanitation, local roads, storm water drainage, refuse collection and electricity. If municipalities are able to deliver these services, then they are developmental. In South Africa it can be argued that only Metropolitan municipalities located in big cities within the country are able to deliver all these services. Thus, local governments (districts and local municipalities) located in local or rural areas are unable to achieve the objectives of developmental local government, which is to provide services mentioned above. According to Craythorne (2006: 146), the reason behind the failure of these municipalities can be argued that the development of the general government is more or less focussed on big cities which are believed to play a major role in generating more income for the country's economic growth. For example, this was evidenced during the 2010 Federation Internationale de Football Association (FIFA) World Cup (South Africa), development was raised more in big cities where stadiums were built to host the tournament than in local rural areas. Recently, service delivery strikes have risen more in local areas than in Metropolitan, this evidence that development is more focussed in big cities than in local rural areas (Cameron and Stone 1995:105).

Cameron and Stone (1995:105) believes not only are these services a constitutional right but they can help people to support their families, find jobs and develop their skills to start their own small businesses. Van der Waldt (1996: 86) states that municipalities play a major economic role to influence the citizens to initiate small businesses. It is believed that if people can initiate small businesses there will be job creation and poverty is more likely to be alleviated. De Visser (2009: 78) raised that in communities where people are more dependent to the government, such dependency can only be reversed if businesses are initiated; the burden will be reduced from the municipality to deliver the services because people are likely to earn life themselves independently without being entirely dependent on the government. Thus, municipalities should deliver services, provide people to find jobs and develop their skill to start their own small businesses, and then such municipality is considered developmental (Cameron and Stone 1995:105).

2.4.2.2 Creation of Liveable, Integrated Cities, Towns and Rural Areas

Other than being able to provide household infrastructure and services there should also be creation of liveable, integrated cities, towns and rural areas. One of the major challenges local government is faced with is the integration of settlements. Urban areas face the challenge of integrating towns and townships while rural areas face the challenge of building liveable

environment ranging from security access to land and services for rural poor to addressing the distortions in ownership and opportunity that apartheid created between White and Black rural dwellers (De Visser 2009: 22)

Apartheid planning is believed to have left deep scars on the way cities, towns and rural areas look. Cities and towns are racially segregated, with the poor often living in townships kilometres away from the business and industrial areas. The spatial integration of settlements is critical. It will make areas economically more efficient since it will be easier and cheaper to provide services, reduce the costs of public transport for workers, and enable social development. Spatial integration is also central to nation building to address disadvantages of location and to building an integrated society and nation (De Visser 2009: 22).

2.4.2.3 Local Economic Development (LED)

Van der Waldt (1996: 82) believes that local government can play an important role in promoting job creation and improving the local economy. The most important thing is the creation of employment strategies at the local level. Van der Waldt (1996: 82) also suggested that municipalities should work with local partners to improve the analysis of company dynamics and the work environment, to strengthen the correspondence between the requests and the supply of local labour markets and offer training in specific skills.

South Africa's recent LED Policy Paper has come to decry strategies including "the packaging of subsidies, tax holidays, and free infrastructure/services oriented to attracting outside industry". Local government promotes six "developmental" LED strategies: community-based development; linkage; human capital development; infrastructure and municipal services; leak-plugging in the local economy; and retaining and expanding local economic activity (Van der Waldt 1996: 82). The old-fashioned strategies are also still evident, however, especially in export processing zone, industrial developmental zones, and spatial developmental zones which are characterised by their top-down character, extremely high costs per job created, lack of interrelationships with downstream/upstream industries, very little employment potential and adverse prospects for women workers (Van der Waldt 1996: 82). If municipalities resemble all the above-mentioned aspects, then they are developmental in their areas of jurisdiction.

2.4.3 Mechanisms for Municipalities to Ensure they are Developmental

In a quest for municipalities to become developmental, they should change the way they operate. The following are some strategies that municipalities must apply to assist them to become more developmental. The White Paper puts forward the following three interrelated

approaches which can help municipalities to become more developmental. These include: integrated development planning (IDP) and budgeting; performance management; and working together with local citizens and partners.

2.4.3.1 Integrated Development Planning (IDP) and Budgeting

Khawula (2016: 76) indicates that “Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solution to achieve good long-term development”. According to IDP Guide Pack (2011: 4), IDP can be referred to as a planning tool which helps municipalities develop a coherent, long-term plan for the co-ordination of all development and delivery in their area. Municipalities are faced with immense challenges in developing sustainable settlements, which meet the needs and improve the quality of life of local communities. In an attempt to address these challenges, municipalities should understand various dynamics within their area, establish a concrete vision for the area, and strategies for realising and financing that vision in partnership with other stakeholders (Craythorne 2006: 145).

Siphuma (2009: 71) indicates that “Integrated Development Plan is a super plan for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve quality of life for all the people living in an area”. It must consider the existing conditions and challenges and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used; what infrastructure and services are needed and how the environment should be protected. According to IDP Guide Pack (2011: 4), all municipalities have to produce an Integrated Development Plan (IDP). The municipality is responsible for the co-ordination of the IDP and must draw in other stakeholders in the area who can impact on and/ or benefit from development in the area (Craythorne 2006: 145).

2.4.3.2 Performance Management

According to Craythorne (2006: 147), “Performance management is a system that is used to make sure that all parts of the municipality work together to achieve the goals and targets that are set out”. The municipality should have clear objectives and specific targets of what has to be done to ensure the objectives are attained. Every department and staff member should be clear on what they have to do and how their performance will contribute to the achievement of overall goals and targets. Public Service Commission (2008: 11) argues that performance of individuals, departments and municipality as a whole should be monitored to make sure the targets are met. Performance management is significant to make sure that strategies are

being implemented, that they are having the desired development impact, and that resources are being utilised efficiently. Craythorne (2006: 147) further indicates that performance management intend to improve the effectiveness and efficiency of local government by assisting municipalities to focus on strategic priorities and measuring results, and at improving municipal accountability to local citizens.

2.4.3.3 Working Together with Local Citizens and Partners

Nleya *et al* (2011: 8) argue that “building local democracy is a central role of local government; municipalities should develop strategies and mechanisms to continuously involve citizens, businesses and community groups in processes such as planning and budgeting”. The White Paper on Local Government, 1998 states that “one of the objects of local government is to provide democratic and accountable government for communities and to encourage the involvement of communities and community organisations in the matter of local government”. This puts the communities at the centre of development. Involving the community in development, delivery and democracy is one of the strengths of integrated development planning (Van der Waldt 1996: 86).

Piper and Chanza (2006: 18) are of the view that community and activists’ organisations can use mechanisms like ward committees, Integrated Development Plan (IDP) and development forums, budget consultation meetings and ward councillor public meetings to influence the policies and programmes of local government. The South African government has clear legislations that local municipalities and councillors should be sensitive to local challenges. Partnerships must be established between community and local government to address local challenges. A number of laws outline community participation processes that municipalities have to use to consult the communities. Mahole (2012: 2) believes that working along with the local citizens and partners is important in a democratic society like South Africa, for the citizens to take part in government matters because democracy is a government of the people for the people by the people. Without the people there is no government and people, or community is the centre of developmental local government. The above-mentioned mechanisms will lead the municipalities to be developmental if they are applied in local government (Van der Waldt 1996: 86).

Local government is the sphere of government with communal affair with people. Many basic services are delivered by local municipalities and local ward councillors are the politicians closest to communities. Organisations that play an activist and/or developmental role must understand how local government works and how to promote it (Van der Waldt 1996: 86). From the above analysis of developmental local government, it is clear that community participation is the core aspect of developmental local government since local communities

are placed at the centre of local development. Developmental local government is a democratic strategy by the government to ensure that people are taken into consideration when dealing with development matters at local level. IDP is a crucial tool to ensure that developmental local government prevails in South Africa. Unfortunately, not everything stated in developmental local government exists in all the municipalities. Craythorne (2006: 130) argues that the reason behind this failure is corruption, which entails officials who utilise public resources for their own personal interests and gains. Besides that, big cities are the main targets of developmental local government while townships and rural areas are neglected.

2.5 ADVANTAGES AND DISADVANTAGES OF COMMUNITY PARTICIPATION ON IDP PROCESS

The advantages and disadvantages of community participation are summarised by Mahole (2012: 89) along with Clayton (1998: 4) as follows:

2.5.1 Advantages of community participation on IDP

- Community participation can increase the efficiency of development activities, by involving local resources and skills to make better use of expensive external costs;
- Community participation increases the effectiveness by ensuring people's involvement. Community participation is based upon local knowledge and understanding of problems and will therefore be more relevant to local needs;
- Community participation helps to build local capacities and develop the abilities of local people to manage and negotiate development activities;
- Community participation leads to better targeting of benefits to the poorest via the identification of key stakeholders who will be most affected by the activities;
- Community participation also increases coverage when local people are able to assume some of the burden of responsibilities and thus help to extend the range of activities of development activity;
- Community participation helps to secure the stability of the activities as beneficiaries assume ownership and are willing to maintain its moment; and
- Community participation also helps to improve the status of the disadvantaged groups by providing the opportunity for them to play part in the development work.

2.5.2 Disadvantages of community participation IDP

- Community participation costs time and money;
- Community participation is a process with no guaranteed impact upon the end product;
- Community participation can greatly add to the costs of a development activity and therefore its benefits have to be carefully calculated;
- The process of community participation is irrelevant and a luxury in situations of poverty and it will be hard to justify expenditure on such a process where people need to be fed, and have their livelihoods secured;
- Community participation can be a stabilising force to unbalance the existing socio-political relationship and threaten the continuity of development work;
- Community participation is driven by ideological favour and is less concerned with seeking to secure direct benefits for people from development activities than promoting the ideological perspective into development; and
- Community participation can result in the shifting of the burden onto the poor and the relinquishing by national government of their responsibility to promote development and equity.

2.6 THE IMPORTANCE OF COMMUNITY PARTICIPATION

Buccus (2007: 52) indicates that the issue of community participation is getting attention in South Africa from both government and the community. Nyalunga (2006: 1) stipulates that community development practitioners and policy-makers all agree broadly to a need to mind the grassroots, and to ensure that communities are involved and engaged in the development process to carry out development initiatives in partnership that bridge the private and public sectors. According to Nnandodzi (2013: 84) community participation is designed to promote the values of good governance and human rights. The majority of people in South Africa are not only deprived of those basic services, but also side-lined from the mainstream activities and processes leading to the provision of such services, in which it needs to be improved through community participation, on Integrated Development Plan in particular.

Chapter 5 of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) provides policy framework and practical implementation strategy for Integrated Development Plan in municipalities. Siphuma (2009: 91) argues that community participation in Integrated Development Planning process is very crucial in local government. Thus, people need to

participate in the IDP process and they can do so through, among others, ward committees which are meant to encourage participation by communities, making municipal council aware of the needs of the communities and keeping them informed about the activities of municipal council. Chapter 6 of the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996) compels all ward committees and their members to participate in local government by assessing and approving budget planning and the IDP.

Participating in the IDP process in local government is very crucial in advocating for local democracy. Through active participation of the communities and all stakeholders it is clear that decisions and agreements are made and reached in a democratic transparent manner. Thus, this helps to eradicate Apartheid legacy of non-whites communities' exclusion from local government affairs. Van der Waldt (2004: 34) believes that if people are actively involved in the IDP process it will create sound relationship between the municipality and its communities. The IDP carries out the strategic plan on how the municipality is going to deliver services to the communities in its jurisdiction for five years. For this reason, it is crucial for people's inputs to be acknowledged so that it will speed up the service delivery.

Community participation on the IDP process is important for effective and efficient use of the scarce resources. People's inputs in the IDP will make the municipality realise the most important needs and focus on them. The municipality will focus on the most important needs taking into account the availability of resources to address such needs. Bastidas (2014: 1) adds that community participation contributes to an accounting of social, economic and environmental impacts of trade process and how the costs and benefits will affect different segment of society.

Bekker (1996: 30) indicates that the benefits of community participation are activities such as improvements in society in terms of better roads, transportation, water, electricity, health and houses, while the associated costs such as meeting attendance and personal contacts sustained immediately, and it is often the case that potential citizen participants are not provided with the correct and enough information to participate intelligently and effectively in local government issues, problems and strategies. Benefits of community participation according to Creighton (2005: 18) are the improved quality of decisions, increased ease of implementation, avoiding worst case confrontations, developing civil society, and maintaining credibility and legitimacy;

- Improved quality of decisions- the process of consulting with the public often helps to clarify the objectives and requirements of the policy. Community participation often

results in considering new alternatives beyond the time honoured and how the decision should be implemented.

- Increased ease of implementation- participating in decision-making processes gives people a sense of ownership for that decision, and once that decision has been made citizens want to see it work.
- Avoiding worst case confrontation- community participation provides opportunities for the parties to express their needs and concerns without having to be adversarial, and early community participation can help to reduce the probability that the community will face painful confrontations, although it will not eliminate all the conflicts, but it will help people to understand the situation.
- Maintaining credibility and legitimacy- the way to achieve and maintain legitimacy, particularly when controversial decisions must be made, is to follow a decision-making process that is visible and credible with the public and involves the public in order to make public more informed of the decisions.
- Developing civil society- one of the benefits of community participation is a better educated public. Participants do not only learn about the subject matter, but they also learn how decisions are made by their government and why. Community participation trains future leaders as well, as citizens become actively involved in community participation programs, they learn how to influence others and how to build coalitions and solidarity with communities. Community participation is training in working together effectively.

Tau (2013: 153) states that in all the municipalities in South Africa, governance is ensured through participation of stakeholders, CBOs, NGOs, business society and civil society. Integrated Development Plan is a platform within the municipality that allows these stakeholders or organisations to serve as community watchdogs to ensure that communities are represented in the matters of local government. Municipalities, in a quest to abide by the constitution to serve for its purpose, must adopt a culture of encouraging local communities to participate in the matters of local government. Tau (2013: 154) further indicates that community participation is a key ingredient in the recipe of democracy. It is important for municipalities to find ways of structuring and improving community participation on IDP rather than imposing their final decisions on rendering services to the communities.

2.6.1 The benefits of community participation

Van der Waldt (2010: 29) indicates that one of the benefits of community participation in local government is of providing people with an opportunity participate in decision-making process for those who will be affected by the proposed public policies to be able to express their views and influence policy makers regarding the necessity of the policy with the aims of ensuring that the decisions are more readily accepted. For this reason, it is clear that community participation plays a vital role by introducing citizens to governance and let them enjoy local democracy by constantly bringing diverse needs, concerns, views and perspectives into the policy making agenda of the municipal council. This helps to inform the municipal council about what citizens wish to see happening in their respective areas. Van der Waldt (2010: 30) goes further to indicate that quality and benefit of community participation in the municipality is made successful by the following requirements:

- The existing structures such as Community Based Organisations (CBOs) and traditional leaders should be assisted and supported to facilitate community participation;
- Community participation should be concrete with visible outcomes and should be directed through individual participation, and not only through representatives;
- Basic and improved forms of community participation should be balanced, new forms of participation should not contradict traditional participation but extend it; and
- Governability, which is the ability to govern effectively and so community participation should be balanced.

According to Sibeko (2007: 17) the improvement of community participation in government can enhance good governance, which increases level of information in communities, better need identification for communities, improved basic service delivery, community empowerment, greater accountability, better wealth distribution, greater community solidarity and greater tolerance of diversity:

- Increased level of information in communities- one of the common ways community participation can improve governance is by increasing levels of information about matters of the local government to the communities.
- Improved need identification for communities- a second benefit of community participation is to improve need identification.

- Improved basic service delivery- third benefit of community participation is that it improves basic service delivery, as in general principles it is clear that government that is better informed about community needs should be able to deliver better basic services.
- Greater accountability- the fifth benefit of community participation is accountability which is seen as reduction of corruption. In the community campaign, transparent procedures were laid down to ensure that the beneficiaries were selected on the basis of objective criteria with the participation of people.

2.7 COMMUNITY PARTICIPATION AS A MEANS OF DEVELOPMENT

Swanepoel and De Beer (2012: 44) indicate that the concept of development gives a special meaning to community and emphasises that the third sphere of government which is local government has a special function in development government and forms democratic activity. Development, more especially community development also forms part of the local government's integrated development planning and has a special democratic function that extends democracy beyond the ordinary three spheres of government. Bekker (1996: 45) believes democracy gives opportunity to the poorest of the poor, the most deprived, the isolated, vulnerable and the people who are political weak from the grassroots level to participate in a democratic action that will give true meaning to their democratic rights as citizens.

Section 152 of the Constitution of the Republic of South Africa, 1996 indicates that the objectives of local government as "to promote social and economic development and encourage the involvement of the community and community organizations in the matters of local government". Section 4 (2) (g) of the Local Government Municipal Systems Act, 2000 states that "the council of the municipality, within the municipality's financial and administration capacity and having regard to practical consideration, has the duty to promote and undertake development within the municipality". According to Bekink (2008: 286), for municipalities to foster a developmental role effectively and to improve performance in terms of basic service delivery they need to develop a capacity to become more strategic in their orientation and become much more community orientated. Municipal council needs to develop mechanisms to interact with community groups to identify basic service, needs and priorities.

2.8 POLITICAL TACTICS OF COMMUNITY PARTICIPATION

This section of the study provides for the tactics of community participation on Integrated Development Plan. These tactics are provided for by Bauer (2003: 40) and include the following: lobbying; mass propaganda; demonstration; strikes and boycotts; non-violent civil disobedience; and violent protest.

2.8.1 Lobbying

According to Ranney (1996: 9), the means of influencing government that is most often associated with interest groups is lobbying in which interest groups representatives influence actions of public officials. There are three types of lobbyist which include: the contact man; the informant; and the watchdog. Lobbying means persuading individuals or groups with decision-making power to support a position you believe is right. When communities want to persuade the government to attend their needs, it is important to identify other stakeholders whose cooperation or influence they need. When lobbying, communities should lobby people with power to act in support of their needs and interests because they do not have direct power and influence. Lobbying can be used to influence anyone with power. It is important to never use any form of influence, such as blackmail or bribery or even gifts and favours, to persuade government officials because that amounts to corruption, not lobbying (Bauer 2003: 40).

2.8.2 Mass propaganda

Heywood (1997: 188) defines propaganda as information disseminated in a deliberate attempt to shape opinions and, possibly, stimulate political action, communication or manipulation. From Heywood's definition, it is noted that the public or communities are influenced to take part in government affairs that benefit the government through deception. Bauer (2003: 40) considers this a usual political tactic by other opposition parties who influence the public to force the government of the day to implement policies or demand needs that may picture the government failing. Oppositions seem to care about the needs of the communities whereas what matters the most to them is scoring political points through such influence on the public.

2.8.3 Demonstration

According to Bauer (2003: 40), demonstration refers to a protest to show how you feel about something. In South African law, it means a protest with 15 or less people. Demonstration includes tactics such as picketing, mass marching, chanting slogans, heckling opponents, blocking roads and occupying public buildings. Ranney (1996: 9) concurs with Bauer stating that a demonstration is action by a mass group or collection of groups of people in favour of a political or other cause; it normally consists of walking in a mass march formation and either

beginning with or meeting at a designated endpoint, or rally, to hear speakers. This is a means of showing dissatisfaction with the government and or to voice the needs of the communities that may require quick attention.

Bauer (2003: 40) believes that demonstration as a tactic of political action, demonstrations can have severe effect, for example, demonstrations sometimes provide overreactions for opposing groups and from the police, which may arouse sympathy for the group from outsiders who care little about the group's issues but dislike anything that enforce repression in brutality (Bauer 2003: 40). Thus, demonstrations can be nonviolent or violent (usually referred to by participants as militant) or can begin as nonviolent and turn violent depending on circumstances.

For example, the Sharpeville Massacre which occurred on the 21st of March 1960, at the police station in the South African township of Sharpeville in Transvaal, today known as Gauteng, was a demonstration organised by the Pan Africanists Congress (PAC) against the pass laws. Still using the methods of non-violent protest; they planned to march to the local police station (Davids 2005: 20). After the day of demonstration against the pass laws, a crowd of about 5000 to 7000 black African protesters went to the police station, hand in their passes and gave themselves for arrest. The South African police fired on the crowd and killed 69 people and wounded 180 people. According to Oxford (2006: 64), sources argue that the crowd was peaceful, while others state that the crowd was violent, throwing stones at the police and that shooting started when the crowd started moving towards the fence around the police station.

2.8.4 Strikes and boycotts

A strike usually means a collective work stoppage by industrial workers for economic goals but also can be employed to serve a political purpose, such as forcing the government to reject certain policies or even sparking a revolution. A boycott is an organised effort to achieve a social economic or political objective by refusing to deal with a person, organisation or nation seen as the offending party (Bauer 2003: 41). The frequency at which service delivery strikes are currently occurring is causing delays, neglect, and failure to the delivery of public services by the government. Poor service delivery is the main reason behind the occurrence of service delivery strikes. It can be argued that service delivery strikes by communities are an indication of community dissatisfaction with the manner in which the government is delivering public services. It can be believed also that strike is a violent means of communication by unsatisfied communities to convey a message of dissatisfaction. Service delivery strike is one of the development constraints which need to be dealt with as soon as possible, because if they are

left unattended could pose a major threat to the country's democracy and its developmental goals (Bauer 2003: 41).

2.8.5 Non-violent civil disobedience

This political tactic is the refusal to obey certain laws or government orders, the purpose being to influence the government policy and is usually deployed as follows: firstly, the interest groups need to explore all the possibilities for negotiation and arbitration with its opponents and with the government (Bauer 2003: 42). Secondly, if no measurable success is achieved, then an ultimatum is issued by the interest group, which protests, as a means of achieving a political aim is not commonly associated with interest sets out exactly what its next steps will be and why it has decided on such a course of action. And lastly, the course of action entertained by the interest group include amongst others, peaceful disobedience of some laws – traffic regulations or prohibitions against blocking streets (Bauer 2003: 42).

Freedom of Expression Institute (2007: 4) argues that there is a need for the people to know as to whether they have the right to protest or not. The Constitution of Republic of South Africa Act, 1996 as the supreme law, provides for the fundamental human rights and ensures that indeed the citizens are granted their human rights. Chapter 2 section 17 of the Constitution, 1996 provides that everyone has the right, peacefully and unarmed, to assemble, to demonstrate, to picket and to present petitions. With this vested right granted by the constitution, people have the right to engage in actions expressing disapproval or dissatisfaction of or objection to the service delivery. Although the constitution provides for the right to protest, it also provides the rights of everyone to be free from all forms of violence, from either public or private source; not to be tortured in any way and not to be treated or punished in a cruel, inhuman and degrading way. This prohibits any form of violence by the citizens of South Africa.

2.8.6 Violent protest

According to Bauer (2003: 43), any group that resorts to making use of violent protest to achieve its political aims should keep in mind that violent tactics are more likely, than non-violent ones, to cause more harm in achieving the goals of the group although protesters believe otherwise. It is also important to remember that resorting to violent protest, as a means of achieving a political aim, is not commonly associated with interest groups. In many cases, it is a reaction that requires a psychological build-up, nurtured by poverty, discrimination, frustration and a sense of personal or social justice (Bauer 2003: 43).

Satisfaction is what protesters are mainly concerned with and when they are not satisfied they are prompted to engage into violent protests. Managa (2012) argues that if people or communities are satisfied with municipal service there is a little opportunity for violent protests to take place. Thus, dissatisfactions with municipal services could be influenced by excessive dependency in municipal services and allegation of rampant corruption. According to Van der Berg (February 03, 2015) “service delivery protests refer to the collective action taken by a group of community members and directed against a local municipality over poor or inadequate provision of basic services and a wider spectrum of concerns including, for example, housing, infrastructural developments and corruption”. From this definition Van der Berg argues that the main cause of violent protests is dissatisfaction influenced by corruption.

2.9 COMMUNITY PARTICIPATION MECHANISMS

Section 17 (1) of the Local Government Municipal Systems Act, 2000 (Act No.32 of 2000) mandates all municipalities to establish the necessary mechanisms that will enable the local community members to participate in the municipal affairs and community participation must take place through the political participation structures in terms of the Local Government Municipal Structures Act, 1998. Section 17 (2) of the Local Government Municipal Systems Act, 2000 (Act No.32 of 2000) states that municipality must establish appropriate mechanisms, processes, and procedure for community members to participate for the purpose in the municipal affairs and must for this purpose provide for:

- The receipt, processing and consideration of petitions and complaints lodged by the members of local community;
- Notification and public comment procedures when appropriate;
- Public meeting and hearings by the municipal council, other political structures and political office bearers of the municipality;
- Consultative sessions with local recognised community organisations and traditional authorities; and
- Report back of all matters to the local community.

Theron (2000: 66) views community participation as intrinsic to good governance and encourages municipalities to come up with mechanisms to facilitate community participation. Since 1994, the government of South Africa has implemented several mechanisms to facilitate practical implementation of community participation. These mechanisms are listed in Public

Service Commission (PSC) Report on the Assessment of Public Participation Practices in the Public Sector (2008: 15) and are as follows:

2.9.1 Elections

Community representation in governance and elections as a means of community participation is provided for or enshrined in the Constitution. Section 19 (2) of the Constitution of Republic of South Africa Act, 1996 states that every citizen has the right to free, fair and regular elections for any legislative body established in terms of the Constitution. Van der Waldt (2010: 27) believes that, South Africa as a democratic country, its citizens enjoy a range of political rights including to the right to vote. Section 19 (3) (a) gives every adult citizen the right to vote in elections for any legislative body established in terms of the Constitution, and to do so in secret.

In South Africa, elections are held for the formation of government by the electorates who choose their representatives from local, provincial to national sphere of government. Section 19 (3) (b) of the Constitution of Republic of South Africa Act, 1996 gives every adult citizen the right to stand for public office and, if elected, to hold office. Elected representatives are bound to represent the interests, needs and demands of the electorates to promote the general welfare of the entire country. Van der Waldt (2010: 35) argues that community participation as a means of voting is essential to ensure that political representatives do not abuse their powers and that the interests of citizens are advocated for. Citizens should not merely participate during the elections of political representatives and show no further interest in the affairs of the government. This will limit the boycotts of election by the citizens in an attempt to voice their dissatisfaction with their representatives and enjoy their political right to vote.

2.9.2 Imbizo

According to the Public Service Commission (PSC) (2008: 15), *imbizo* is a Zulu word for the meeting usually convened by traditional leaders. The political leadership of the government, including the president, vice president, members of the parliament, premier, members of executive councils, mayors and councillors accompanied by senior government officials organize public meetings to discuss with the communities on issues of governmental policies and the provision of services. (PSC 2008: 15). In short, the *imbizo* is a protected space that is fundamental for the development and promotion of democracy, good governance (Wilhelm and Lars 2014: 60). Therefore, every member of the community has the right and is expected to participate and participate in a forfeit regardless of its political affiliation, religious orientation,

ethnicity or class. Shannon (2013: 130) agrees with Wilhelm and Lars in stating that as long as a person comes from the community, he is a member of a funnel and can participate fully.

In its traditional form, as an important part of the indigenous African political system for centuries, Shannon (2013: 130) argues that the *imbizo* is more than just a communication tool, it is intended to also be a sharing of information that will be used for future decision making, and in particular to improve the implementation of policy and service delivery. Buccus (2007: 4) is convinced that imbizos have proved to be very popular forums for interaction between government officials and members of the community. Van der Waldt (2007: 38) is of the belief that *imbizos* sadly have become a mere public relations exercise, since people who are critical of government decisions are screened, isolated and gagged to prevent them from freely contributing and participating in constructive debate regarding the growth, prosperity and welfare of their communities.

2.9.3 Executive Committee (EXCO) meets the people

This is the provincial initiative undertaken by the Premier and Members of the Executive Council in a province to involve communities on government policies and service provision (Public Service Commission 2008: 15). In local government, the municipal executive committee meets people to identify the needs of the municipality. They examine and evaluate these needs in order of priority. The executive committee recommends strategies, programs and services of the city council to meet the needs through the integrated development plan and make estimates on revenue and expenditure, taking into account the applicable national and provincial development plans. Khawula (2016: 78) believes that through these meetings, the executive committee can recommend or determine the best methods, including partnership and other approaches, to offer those strategies, programs and services to the maximum benefit of the community. It is through this platform that people have the opportunity to interact with municipal leaders to meet their needs.

2.9.4 Public hearings

Public hearings of different types are organised by different organs of the state, including Parliament and National Council of Provinces (NCOP) to engage with the general public on policy and service delivery issues (Public Service Commission 2008: 15). At the local government, notice for public hearing must be issued for invitation purpose. The notice can be given in terms of section 22 of the Municipal Finance Management Act (Act No 56 of 2003), and Chapter 4 of the Local Government Municipal Systems Act (Act 32 of 2000). The municipal mayor must invite all the members of the general public to attend the public hearing whereby he will be responding to the comments made by the public during the sessions. This

platform is intended to give clarity to the general public on how the municipality intends to address their needs.

2.9.5 Ward Committees

Ward committees are statutory bodies created in terms of the Municipal Structures Act, 1998 (Act No. 117 of 1998). The purpose of ward committees is to assist the democratically elected representative of a ward (the councillor) to carry out his or her mandate. Ward committee members are members of the community representing the needs of the people in areas where they live (Public Service Commission 2008: 15). As ward committees are elected by the people they serve, its purpose is to get better participation from the community to inform council decisions. In trying to strengthen local democracy, ward committees assist the ward councillor with consultation and report-backs to the community. This structure allows local communities to be able to take part in municipal affairs by means of reaching out to them with the communal affair in place.

Nyalunga (2006: 3) indicates that the role of ward committee is to make sure that voters are involved in municipal affairs and informed about council decisions that affect their lives. This is aimed at promoting local democracy and ensuring that indeed the voice of the people is the voice of the government. Van der Waldt (2010: 37) believes ward committee is an essential structure to enhance participatory democracy in local government by providing a vehicle for local communities to make their views and needs known to the municipal council. Van der Waldt (2010: 37) also indicates that ward committee improves communication between the municipal council and local communities, and they play an important role in identifying community needs and fine-tuning municipal programmes to accommodate local circumstances.

2.9.6 Community Development Workers (CDWs)

According to the Public Service Commission (2008: 15), “Community Development Workers (CDWs) are community-based resource persons who collaborate with other community workers to help other community members acquire information and resources from government departments”. The Community Development Workers Programme (CDWP) was introduced in 2003 as a national mandate to promote the provision and development of services in many local municipalities. CDWs should help community members understand how they can participate in development plans in their communities. They are expected to facilitate community participation in the formulation and implementation of policy and in-service provision. The aim of the CDWs is to facilitate community participation in government initiatives (Public Service Commission 2008: 15). Mokoena and Moeti (2017) noted that both

local government and communities misunderstand the role and responsibility of the CDWs and often cause conflicts and tensions.

2.9.7 Media

It is a common practice to use media in order to reach the people by advertising on local radio stations, newspapers and televisions, and these options should be explored to ensure that all residents and stakeholders affected are well informed. Section 21 of the local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) is about communications of municipalities to local community and states that when anything must be notified by a municipality through media to the local community in terms of this Act or any other applicable legislation, it must be done in local newspaper and radio broadcasts covering the area of the municipality. Thus, this should be done in a manner that is accessible to the local communities of which the information is meant for to ensure effective communication. Section 18 (1) of the local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) indicates that municipality must communicate to its community about the information concerning:

- The availability of mechanisms, processes and procedure to encourage and facilitate community participation.
- The matters with regard to community participation are encouraged.
- The rights and duties of members of the local community.
- Municipal governance, management and development.

When communicating the information mentioned in Subsection (1), municipality must take into account:

- Language preferences and usage within the municipal area, and
- The special needs of the people who cannot read or write must also be taken into consideration.

2.9.8 Traditional leadership

Nyalunga (2006: 4) describes traditional authorities as the structure of local government in which communities, especially traditional communities, can participate in local government affairs. Chapter 12 of the Constitution of the Republic of South Africa, 1996 establishes a framework for the recognition of the traditional leadership institution in the new democratic South Africa. Section 81 of the Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) concerns the participation of traditional leaders in the municipal council and states

that before the municipal council makes a decision on any matter that directly affect the area of a traditional authority, the municipal council should give the leaders of this traditional authority the opportunity to express his views on that particular topic.

According to Sibeko (2007: 66) “municipality should include traditional council as a key structure of traditional leadership and a key stakeholder group in community consultation process”. Nyalunga (2006: 4) indicates that “traditional council facilitates the involvement of local community in the development of a local government Integrated Development Plan (IDP)”. Traditional authorities should honour their responsibility to represent their traditional communities in the municipal council because people trust and possess a high level of respect for their traditional leaders. Thus, failure to honour this responsibility would result in limiting chances and momentum for the people to actively participate in local government affairs. Traditional leadership has to function in a manner that embraces democracy and contribute to the entrenchment of a democratic culture, thus enhancing its own status and stands among people (Van der Waldt 2007: 37).

2.9.9 Citizen Satisfaction Surveys and forums

According to the Public Service Commission (2008: 15), “the Citizen Forums model is a tool to facilitate community participation in public service”. The general purpose of Citizens' Forums is to evaluate the provision of particular services across the country and to enable significant participation of those affected by government programmes in the process of improving the provision of services. According to the Public Service Commission (2008: 15), the Citizen Satisfaction Survey is a mechanism used to interact with people and establish their opinions and expectations on the provision of services. It is a way to collect citizens' comments on the quality and adequacy of public services directly by users of public services.

Isaac and Michael (1997: 136) recognize that citizens' polls and forums have their weaknesses that could limit the government's success in addressing community needs because surveys are not generally adequate when an understanding of the historical context of the phenomena is required. Biases may arise, due to the lack of response from the intended participants or the nature and accuracy of the responses received. Other sources of error include the intentional misunderstanding of the behaviours by respondents to confuse the results of the survey or hide inappropriate behaviour. In addition, respondents may find it difficult to assess their behaviour or remember little of the surrounding circumstances (PSC 2008: 15).

2.10 TYPES OF COMMUNITY PARTICIPATION

This section provides different types of participation on Integrated Development Plan. This implies that participation takes place in different types in different circumstances, and the outcomes of such differences bring forth different results. Cloete and De conning (2006: 144) concur to this stating that community participation in development can be defined as the involvement of the members of a community in the development activities, in order to influence the outcomes of those activities. Cloete and De Conning (2006: 115) pointed out that community participation can normally take place differently as follows:

- Firstly, community participation is done through the involvement of legitimate, democratically elected political representatives, for example, Municipal Councillors and other political representatives or office bearers in government. These usually get their mandate to be the representatives of the community in ward committee meetings.
- Secondly, community participation can occur through the involvement of the leaders in the community who represent different interests in the community, for example, civic organisations, traditional leaders, religious leaders, welfare, youth organisations and other community organisations.
- Thirdly, community participation can also take place through the involvement of individual opinion of leaders in the community and concerned individuals who can influence prevailing opinions. They are respected by the community as individuals irrespective of their positions in the community.
- Lastly, community participation can also be achieved through the direct involvement of ordinary community members in mass activities, for example, attendance of public meetings, participation in protest marches, consumer boycotts and other types of mass direct actions.

2.10.1 Main levels of community participation

According to Van der Waldt (2010: 30) community participation is mechanism initiated by civil society to provide citizens input by giving information, consultation, and implementation of public policy. Van der Waldt lists main levels of community participation as follows:

- The first main level of community participation which is information giving is the most reactive form of participation. On this level, a council of a local authority makes policy without any consultation and merely informs the community about the policy.

- The second level of community participation which is consultation is still relatively reactive, the council still sets the agenda for policy making, but invites the community through community-based organisations to participate in the debates around the policy, and however the council does not commit itself to the outcomes of those debates.
- On the third level there is more interactive decision making since citizens and politicians jointly set the agenda, and citizens can participate during policy making debates and pose problems related to the particular policy and can demand solutions. But the council can still deviate from these ideas and opinions when it formulates the final draft of the policy.
- The fourth level of community participation in local government is when politicians, municipal officials and the interest groups jointly identify policy issues and have a joint effort to resolve those issues, and the council is committed to the outcomes of those joint policy decisions and regarded as an interactive process.
- The fifth level of community participation is highly interactive and includes joint agenda setting, joint responsibility and participative decision making. At this level, all role players and stakeholders jointly set the policy agenda. When citizens take ownership for policy decisions they will also assist in ensuring that the policy outcomes are favourable and that decisions are put to practice.
- The last level of community participation in local government is about the organised citizens who gain more independence from council to act according to their own interest and gain say in the final policy outcome. Although South Africa is plagued by significant challenges such as perceived lack of responsiveness and effectiveness of municipalities and their inability to provide services, decentralization and the development of democratic local governance is a reality.

2.10.2 Forms of participation

This sub-section provides forms of community participation on integrated development plan. Community participation is multifaceted and takes place in various forms. The Public Service Commission's (PSC) Report on the Assessment of Public Participation Practices in the Public Sector (2008: 10) listed six types of community participation as follows:

- **Passive participation**

People participate by being told what is going to happen or what has already happened. In this context, participation relates to a unilateral top-down announcement by the authority or project manager.

- **Participation in information giving**

People participate by answering questions posed in questionnaires or telephone interviews or similar community participation strategies.

- **Participation by consultation**

People participate by being consulted while professionals, consultants and planners listen to their views. The professionals define both problems and solutions and may modify these in the light of the people's responses.

- **Participation for material incentives**

People participate by providing resources, such as labour, in return for food and cash.

- **Interactive participation**

People participate in a joint situational analysis, the development of action plans and capacity building. In this context, participation is seen as a right, not just as a means to achieve project goals.

- **Self-mobilisation**

People participate by taking initiatives independent of external institutions to change systems.

2.10.3 CORE ELEMENTS OF PARTICIPATION

Schurink (2010: 490) identifies four core elements of participation namely, community of interest, empowerment, social network, and social support and community mobilisation. These elements are discussed respectively.

2.10.3.1 Community of interest

Most community definitions describe it as a locality and community of interest; a community as a locality is a small area or a neighbourhood where families live together, and such communities may or may not have mutual value interests (Schurink 2010: 490). In addition, Schurink (2010: 491) reiterates that "the evaluators participating in the research for

participatory actions are primarily interested in creating communities of interest because they provide a ready framework for the development and coordination of a formal and informal support network that could be used for the benefit of the target group". Reid (2000: 3) "suggests that the ideal community is a group of people who share physical and social space, making them aware of individual, family and community strengths and needs and helping them to build informal collaborative support networks with the helpers, professionals to manage resources in such a way as to prevent social problems at primary, secondary and tertiary levels".

Reid (2000: 3) also notes that "community participation is one of the key characteristics of an enhanced community, and community participation is the heart that pumps the vital blood of the community of its citizens to the affairs of the community". Schurink (2010: 491) emphasizes that "community participation can be defined as the establishment of a democratic system and a procedure to enable community members to actively participate and take responsibility for their own development, to share the fruits of community development equally and improve its decision-making power". Schurink (2010: 491) also alludes to the fact that "community participation provides a sense of belonging or identity, a commitment to common standards, a willingness to take responsibility for oneself and others, and a willingness to share and interact with one another". The empirical evidence from the Thulamela Local Municipality shows that their communities are committed and provided a platform for actively participating in IDP process.

2.10.3.2 Empowerment

Reid (2000: 3) states that "one of the most important outcomes of participation action research is empowerment". Empowerment can be described as the process of increasing personal, interpersonal skills and political power, enabling individuals or a collective to improve their life situations (Schurink 2010: 491). Empowerment increases the energy, motivation, coping and problem-solving skills, decision making power, self-esteem, self-sufficiency, and self-determination of community members. Stakeholders at Thulamela Local Municipality show through participation on Integrated Development Plan, they have improved both their skills and opportunities for the betterment of their own communities and businesses.

2.10.3.3 Social Network

It is important to gain an understanding of social networks and informal social support because these are important elements of a community of interests. Sarason, Sarason and Pierce (1990: 164) argue that "a social network is a vehicle through which informal social support is provided. Social networks are generally defined as a collection of people who know and interact with

each other”. Schurink (2010: 491) argues that “social networks can be analysed on the basis of characteristics such as structure, composition, contents and interaction models; for example, contact frequency, duration, reciprocity and interests of the relationship”. Therefore, the main function of social networks is to provide social support. Furthermore, Schurink (2010: 491) reiterates that other functions include regulating and controlling the behaviour of individual members, developing identity or self-concept and shaping the world view of individuals, so that professionals can use support networks or mobilize new support networks to improve the social functioning and well-being of community members.

2.10.3.4 Social support and community mobilisation

According to Rahman (1993: 17), “mobilization refers to the simultaneous participation of large numbers of people in activities that have a predominantly social or collective objective”. Schurink (2010: 492) points out that “in recent years South Africa has been affected by a negative mobilization of the community of citizens who have started acting as customers or service customers without incentives to become producers”. They see themselves unable to take care of their lives and their community and have been conditioned to wait for an outside expert to solve their problems. Mathie and Cunningham (2002: 4) believe that it is not surprising that community members are no longer acting as citizens but are starting to act as customers or service customers without incentives to be producers.

Schurink (2010: 492) indicates that to counteract the negative mobilization of the community, a researcher who acts as an agent of change must use community mobilization as a strategy for community development. Schurink (2010: 492) also mentions that when formal and informal social support is insufficient (for example, due to the invisibility or exhaustion of the natural social support network), the change agent could reorganize the available social support altering structural characteristics and interaction Social network models, redefining the problem for people and supporting networks. Mathie and Cunningham (2002: 4) believe that in this way communities can start to gather their strength in new combinations, build new opportunities structures, use new sources of income and control, and possibilities for development.

2.11 CHALLENGES OF COMMUNITY PARTICIPATION ON IDP PROCESS

One of the challenges facing local government outlined by Managa (2012: 4) in delivering services is a lack of community participation in local government. There are many unsuccessful attempts by community members to engage with local authorities over issues of failed service delivery (Ebenezer 2013: 287). According to Green (1982: 23), there is very little

evidence to suggest that government actually responds to citizen participation contacts. Houston (2001: 424) identifies challenges facing participation on IDP process as follows:

- Lack of response by the council to the ward committee's inputs
- Unsuccessful participation due to lack of resources
- Communities have insecurities in participating in IDP process as to whether their inputs are valued or not
- There is actually lack of participation in IDP process due to lack of information dissemination
- There is lack of interest in the IDP process by the council
- No disciplinary measures are imposed against members who do not carry out their responsibilities
- The municipality or council takes the decision without consulting with the people who have been part of the process from the initial stage
- There is domination of some stakeholders over others in the IDP process
- There is conflict of interest amongst the stakeholders

According to Creighton (2005: 23) the most frequent problem of community participation in the municipalities is to ensure that the people participating in a community participation programmes are in fact representatives of the public, as failure to do so will affect the interests of those who are represented. Creighton (2005: 23) further asserts that community participation must include those people in the mainstream of opinion and those whose opinions fall outside the mainstream to feel represented and not left out of the process. According to Green (1982: 23), as a result, those who are not represented will see community participation process as fundamentally flawed, and they will have no stake in accepting the outcomes of that process and will seek other ways to influence the decision such as turning to the courts or elected officials who will refer community participation as a waste of time and resources.

Van der Waldt (2007: 166) indicates that there are various challenges associated with community participation, and in an effort to find satisfactory solutions the problems need to be identified, articulated and analysed; once a better understanding of problem is realised, a concrete solution can be explored. There are six problems associated with direct community participation:

- The problem of size: direct community participation must accommodate numerous groups and individuals, yet direct democracy as formulated for small groups meeting face to face and nowadays new technologies enable more people to be involved by means of internet, media and computer. Technologies are used to support the process of community participation, but with the question of whether technology is capable of replacing face to face meetings.
- The problem of excluded or oppressed groups: in community participation there are some groups that are found to be disadvantaged such as women, religious minorities and unemployed who have been systematically been excluded from representative democracy. This is so because their views, opinions, ideas and/or believes are not valued due to their background.
- The problem of risk: complex technologies expose communities to substantial hazards and risks of chemicals, radioactive and biotechnological which expose people to such risks without their knowledge.
- The problem of technology and expertise: citizens find it difficult to participate when they lack knowledge, information, and expertise needed to effectively communicate.
- The problem of time: during community participation process decisions are often made quickly without the time necessary for large group deliberations and many citizens lack the time needed to participate in a meaningful way. The criticisms of direct or active community participation is that it takes too much time of which the citizens cannot afford.
- The problem of the common good: active community participation may not reflect the common good as the common good depends on deliberations. Municipalities as the sphere of government with the communal affairs with the people (closest to the people) are usually characterised as a site of intense political activities, such activities include the interaction and inter-relationship among various interest and pressure groups, stakeholders and individuals who constantly try to influence political representatives and officials to make policies to suit their interest and needs.

Van der Waldt (2007: 166) further indicates that good municipal governance requires adequate opportunities for such deliberation, interaction and resolution of conflict among rival individuals, stakeholders and interests and pressure groups. In these deliberations and interaction, a dedicated balance should focus on the need for basic service delivery and macro issues such as social and local economic development in order to fight poverty, environmental

decay, crime and other community issues. According to Green (1982: 23), the people's demand for participation in local government affairs do not always meet with good responses, instead municipalities as bureaucratic institutions harbour an authoritarian mindset and discourage community participation. This will likely make municipalities to become more internally focused and more distant from people rather than closer to the people.

Van der Waldt (2007: 29) argues that the attitude of municipal officials with regard to participation and the degree of the institutionalisation of participation through appropriate mechanisms, policies and procedures could also affect the quality of community participation. Managa (2012: 4) notices that the recent introduction of municipal service partnership as part of public-private partnership in South Africa is an example of this shift. And this shift will significantly influence local decision-making process. A municipal council will face serious legitimacy problems if it unilaterally makes decisions and implement policies without taking those various actors, role players and stakeholders into consideration.

According to Van der Waldt (2007: 33) municipal community partnership is necessary and however the challenge is the 'how' part on how municipality should facilitate participation in its affairs. What kind of mechanisms should be used to foster participation and consultation process. Further challenges associated with the 'how' question is the extent to which a municipality can be held accountable by the community and to what extent public managers and municipal officials in the municipality are representatives of the community they serve and be responsive to their needs and aspirations (Van der Waldt 2007: 33).

Van der Waldt (2007: 33) indicates that sound relations between the community and municipalities help to strengthen community trust in government and reverse the steady erosion of voter turn-out in local elections, falling membership in political parties and declining confidence in key public institution which is participating in the affairs of the local government. According to Houston (2001: 424), the 'how' question, and another challenge in the municipalities about involving the community in the affairs of the municipality is 'how' are they going to achieve that, and do municipal officials, for example, have experience and knowledge to effectively engage citizens in order to obtain their views to design suitable mechanisms to facilitate participation of various stakeholders.

Van der Waldt (2007: 33) further indicates that municipalities should take appropriate steps to provide appropriate training to their employees to make municipalities more knowledgeable and responsive to their communities, by channelling feedback from the community to decision makers and back to serve the interest of the community they serve effectively and increase the community's knowledge by providing relevant information through various channels such as annual report, brochures, newsletters, media coverage and community meetings.

2.12 METHODS TO ENHANCE COMMUNITY PARTICIPATION ON IDP PROCESS

This section presents methods that can be used to enhance community participation on IDP process. The South African Local Government Association (SALGA) (2013: 8) has identified some methods to improve community participation. These methods include the following:

2.12.1 Ward committees

In acknowledging public community participation as a significant part of local democracy and participatory local governance and the involvement of communities and community organisations in the matter of local government, SALGA (2013: 8) believes that “ward committees are the only method used to promote community involvement and community participation in the municipality”. SALGA believes that formal ward committees have been developed in most municipalities in the country and it is clear that municipalities are very willing to encourage community participation, particularly through effective ward committees, and therefore it does not seem necessary to require municipalities to set up ward committees. Therefore, attention should be paid to the effectiveness of these ward committees, with respect to the governance model, a model of accountability and resources. SALGA has developed a model that indicates the aspects to be considered in this regard during the fiscal year 2011/2012 and was adopted by the NEC of SALGA in March 2012.

2.12.2 Participation of members of the public in oversight / MPAC committee

In a situation where municipalities have limited performance in terms of financial responsibility, they must identify ways to improve. SALGA (2013: 8) declared community participation in overseeing municipal finances through the establishment of well-trained audit committees, as well as the establishment of the Municipal Public Accounting Committee (MPAC) to prepare the supervision report on the annual report and to fulfil these other supervisory functions determined by the council as one of the mechanisms to improve municipal financial responsibility. Since MPAC is a committee in section 79 committee, the meetings should be open to the public and the public should be encouraged to attend such meetings, unless an issue is considered confidential in terms of committee order rules of the municipality.

Section 129 of the Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003) states that “members of the public may attend council meetings that prepare the oversight report on the annual report and make contributions to the report on supervision”. SALGA (2003: 9) believes that community contributions and community participation during the preparation of the oversight report will ensure a well-informed and balanced oversight report. In addition to the development of oversight reports, the dates of MPAC meetings should

be published and community members should be encouraged to attend meetings, even if they cannot participate in the discussions. The same principle should apply to other oversight committees in section 79, when a municipality has established it.

2.12.3 Community Participation Policy

Siphuma (2009: 45) indicates that “institutionalisation of plans and approaches towards community participation by adopting a public participation policy in the municipality provides the function of community participation with legitimacy to mainstream community participation in overall municipal planning and budgeting”. Without institutionalisation, the integrity of community participation in a locality is thus troubled as there would be no formal institutional commitment to it. Community members should be allowed to participate in the development of the policy, which should be discussed at ward level and must be communicated through the media to ensure that adequate input is provided (SALGA 2003: 9). The policy, once developed, should be made available to community members for them to understand their rights and obligations in terms of community participation. The policy must comply with the requirements contained in the local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) and alluded to above and must provide for the mechanisms of community participation that will be used by the municipality and can include any of the proposals set out below.

2.12.4 Language policy

SALGA (2003: 10) believes that although it is widely recognized that community participation is one of the key elements of democracy and can serve as an instrument to prevent any form of marginalization, it seems that municipalities are not willing to respond to the different linguistic needs of members of the community. Managa (2012: 4) agrees with SALGA stating that while the cost implications of a multilingual policy are recognized, especially for smaller municipalities, it is proposed that municipalities adopt a language policy that allows all members of the community to be able to access municipal documents in a language they understand and, therefore, be able to participate in council processes and proceedings. Creighton (2005: 23) argues that politics should be informed by the needs of the community in the specific municipality in terms of linguistic preference. Particular attention should be paid to illiterate members of the communities, to ensure that they are not marginalized.

2.12.5 Community Participation Resources

In addition to political commitment, promoting community participation requires investment and this should be in the form of institutional, financial and personal systems dedicated to community participation in the broadest form. In this sense, SALGA (2003: 10) believes that the municipalities should, within their financial capacity, make available a dedicated budget and personnel staff for all forms of public participation, not only for the structures of the ward committees. The White Paper on Transforming Public Services Delivery, 1997 provides a value for money as one of the eight principles of Batho Pele, which implies that public services must be provided economically and profitably so that citizens have the better value for money. Citizens pay income, Value Added Tax (VAT) and other taxes to finance the administration of the country. For these reasons, De Visser (2005: 75) argues that citizens have the right to insist that their money be used correctly and that municipalities must exercise the financial capacity to make community participation resources available in an acceptable manner to the tax payers.

2.12.6 Location and Functioning of Community Participation function

Khawula (2016: 90) states that community participation is a cross cutting issue and needs to be placed strategically at a level that can oversee and coordinate the inter-departmental responses to community participation. Community participation must be embedded on all municipal activities, approaches and policies. The Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) requires of both the political and administrative leadership ensure that communities are involved in municipal policies, planning and any decision that affects them. For example, section 55 states that among other responsibilities, “the municipal manager is responsible for facilitating participation by the local community in the affairs of the municipality”.

2.12.7 Ward Based Planning

SALGA (2003: 11) defines ward-based planning as a development planning process that is rooted and guided at the ward level. This process involves the active participation of all stakeholders in the ward and is not limited to ward committees. Although the municipality may be the initiator of this process, it does not necessarily have to be the only driver of the process. The IDP Guide Pack (2011: 4) indicates that stakeholders in the ward, such as Non-Governmental Organizations (NGOs) with reasonable skills, can help facilitate some processes. In this case, the municipality can enable the process by providing locations and other logistical and technical supports, where appropriate.

According to the IDP Guide Pack (2011: 4), the ward-based planning process is not just about identifying the needs and challenges of ward communities but is also interested in finding a solution created and led by the ward communities. As a result, all stakeholders gather their knowledge to identify and analyse their ward's development requirements, seek for viable and sustainable solutions and work together to mobilize resources to implement the proposed solution (SALGA 2003: 12). For ward-based planning to be successful, the municipality must include in the Integrated Development Plan (IDP) and budget process the priorities identified in the IDP process and in the subsequent budgetary procedure.

2.12.8 Feedback from and to Communities

Bekker (1996: 44) indicates that different methods can be used to provide feedback to communities on the activities of the municipal council and municipalities in general. According to SALGA (2003: 13), municipalities can use advertising media, public announcements, ward committees and ward meetings to provide feedback to communities. Even the messages in the utility bills can be very effective. The reports of mayors and councillors can also be used. Municipalities can also use community radio stations to provide information to the community on a regular basis and at a specific time. With the wide range of technologies available, municipalities must establish investments in electronic communication methods and can create a database of cell phone numbers and email addresses of community members. A short message service (SMS) or a bulk email system can be used to disseminate information to community members. The periodic news transmitted via email or SMS can be a very effective method for communicating messages and guaranteeing immediate access to these messages (SALGA 2003: 13).

2.12.9 Effective Municipal Communication with Communities

According to Mahole (2012: 20), continuous communication is one of the critical elements of community participation. The mechanisms that municipalities use to communicate with community members have the potential to promote or limit community participation. Municipalities can use municipal newsletters/magazines and mayoral imbizos to communicate with communities and municipal accounts, local media, posters, customer satisfaction surveys and public notice boards. The less used communication mechanisms are municipal websites, e-mails, billboards and text messages. The municipality must determine the most effective way to communicate with the communities, given their unique circumstances, but in the process, it must ensure that vulnerable groups are included in effective communication processes (SALGA 2003 13). The municipality must also determine which communication method the community prefers.

2.12.10 Mechanisms for Promoting Participation by Marginalised and Vulnerable Groups

Schurink (2010: 491) argues that a person's literacy levels have the potential to determine the capacity and depth of their participation in municipal processes. Illiterate people are less likely to participate in the municipal process, especially if the mechanisms used by the municipality to promote community participation require levels of literacy, such as reading and writing. His literal counterpart would prosper under those circumstances. However, the correlation between levels of illiteracy and low-income capacity implies a high dependence on municipal services. Therefore, it is important that participatory mechanisms are adapted to increase accessibility to municipal decision-making and service delivery by illiterate people (SALGA 2003: 14). Residents of informal settlements are another vulnerable group. These communities have unique circumstances and special arrangements will be needed to provide at least a limited range of services to these communities. These communities should also be considered as vulnerable groups.

2.13 THE CONCEPT OF INTEGRATED DEVELOPMENT PLAN (IDP)

IDP is an important strategic planning tool that guides and informs all planning, budgeting, management and decision making in a municipality (Khawula 2016: 42). It was introduced for the first time in 1996 in an amendment to the Local Government Transition Act, 1993 (No. 209 of 1993), the year in which the attention of the new government led by the African National Congress (ANC) has diverged the reconstruction of national and the provincial government towards the establishment of a new system of local government (Harrison, Todes and Watson, 2007: 323).

According to the IDP Guide Pack (2011: 4), the Integrated Development Plan (IDP) is a five-year plan that local government must complete to determine the development needs of the municipality. It should take six to nine months to develop an IDP. Section 25 of Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) suggests that during this period, service provision and development will continue. Projects within the IDP are also linked to the municipality's budget. Once the IDP has been completed, all municipal plans and projects must be executed in terms of IDP. Other government departments operating in the area must consider internally displaced people when they make their plans. As things can change very quickly, the IDP is reviewed annually. It does not only determine the status of the projects identified for the previous year, but also whether the remaining projects are still relevant and priority (Republic of South Africa 2000: 24). The review process incorporates community participation, which gives citizens the opportunity to highlight and prioritize their development needs (Khawula 2016: 28).

Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) provides that all municipalities (metropolitans, locals and districts) have to undertake an integrated development planning process to produce integrated development plans (IDPs). It is through this plan that communities and community organisations and all other stakeholders in the municipality are given a platform to participate in local government matters.

2.14 PHASES OF IDP PROCESS

This sub-section presents phases of IDP process. The process undertaken to produce the IDP consists of five phases, namely analysis, strategies, projects, integration, and approval the (IDP Guide Pack 2011: 4).

2.14.1 Phase 1: Analysis

At this stage, the goal is to encourage engagement with stakeholders to analyse existing services to communities. This is done through stakeholder consultations on face-to-face commitments, online and offline surveys and opinion polls. Representatives include local residents, government representatives, Non-Governmental Organizations (NGOs), civil society and external sector specialists to: analyse problems related to the provision of services; prioritize needs; develop a common strategic framework; formulate and integrate project proposals; and evaluate, align and approve IDP plans (IDP Guide Pack 2011: 4).

2.14.2 Phase 2: Strategies

At this stage, it is ensured that local knowledge is combined with technical experts to improve the provision of the service. This means that delays in the provision of services are overcome through consensus building, addressing both the causes and symptoms underlying the provision of services, and maximizing resources to ensure that, from the beginning of an initiative, IDPs are integrated into public decision-making process. During this phase, the municipality works to find solutions to the problems assessed in the first phase. This involves: developing a vision of the municipality; definition of development projects; development of strategies; and identification of the project (IDP Guide Pack 2011: 4).

2.14.3 Phase 3: Projects

During this phase, municipal officials work on the content and describe the projects identified during the second phase. A clear detail for each project must be solved in terms of: Who will benefit from the undertaking? What is the cost of the project? Where to get funds to finance the project? How will this project be financed? Who will manage the undertaking? The clear

objectives of the project are defined and elaborated to measure performance, as well as the effect of individual projects in the provision of services (IDP Guide Pack 2011: 5).

2.14.4 Phase 4: Integration

Once all the projects have been identified, the municipality must again verify that they contribute to the achievement of the objective described in phase two. These projects will provide an overall word picture of improvement plans. All improvement plans must now be integrated. The municipality must also have a general strategy for problems such as the treatment of Acquired Immune Deficiency Syndrome (AIDS), control of impoverishment and management of disasters. These strategies are integrated into the general IDP (IDP Guide Pack 2011: 5).

2.14.5 Phase 5: Approval

The Integrated Development Plan is presented to the council to ensure that the IDP complies with the legal requirements and for its consideration and adoption. The council should also be happy that this document reflects community problems or challenges that the strategies and projects covered will contribute to the progressive realization of the objectives as described in the IDP. The municipal council can adopt a draft for public comment before the final IDP document is approved (IDP Guide Pack 2011: 5).

2.15 STAKEHOLDERS OF THE IDP PROCESS

This sub-section of the study presents stakeholders of the IDP process. The process undertaken to produce the IDP consists of different stakeholders which include; municipality, councillors, communities and other stakeholders, and National and Provincial Sector Departments.

2.15.1 Municipality

The IDP guides the development plans of the local municipality. All municipalities (metros, districts and local) are guided by the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) to undertake an integrated development planning process for the production of Integrated Development Plans (IDPs). Local municipalities in South Africa use IDPs as a method to plan for present and future development in their respective areas. It is a design approach that involves municipal officials and community members of the municipality to find the best solutions to achieve a long-term positive development that recognizes residents as people who know best what they need. Municipalities should encourage and provide a platform for their communities to participate effectively in the IDP process. According to the

IDP guideline (2011: 4), integrated development planning is a process by which municipalities prepare a strategic development plan for a period of five years. Integrated development planning is a very interactive and participatory process that requires the participation of various stakeholders.

2.15.2 Councillors

The IDP gives councillors an opportunity to make decisions based on the needs and aspirations of their constituencies. Craythorne (2006: 146) indicates that councillors are elected directly into municipalities by the communities to represent the needs and aspirations of their respective communities from within the municipality. For this reason, councillors are bound to ensure that communities are given sufficient information and encouraged to actively participate in the IDP process. According to IDP Guide Pack (2011: 5), councillors play a decisive role for both parties, municipality and its communities, to bring forth good relationship which should result in quality service delivery to improve the general welfare of the people.

2.15.3 Communities and other Stakeholders

During the IDP process, municipalities are responsible for coordinating IDP and must attract other interested parties to the area that may impact and/or benefit from development in the area, which includes government departments that implement any project in the area of a specific municipality, businesses, churches, schools, clinics and any other structure in the municipality. Khawula (2016: 34) believes that these stakeholders are the target of the IDP result, as it integrates the needs and aspirations of their entire community, which may have different demands based on their groups. Khawula (2016: 34) also argues that a well-planned IDP should lead to the improvement and development of the lives of local populations and, more importantly, to the promotion of local democracy among people.

2.15.4 National and Provincial Sector Departments

According to Managa (2012: 5), “many government services are provided by provincial and national government departments at the local level”. For example: police stations, clinics and schools. Municipalities must take into account the programmes and policies of these departments. Departments must participate in the IDP process, so that they can be guided on how to use their resources to meet local needs (IDP Guide Pack 2011: 7). The IDP intends to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life of all people living in an area. It must consider the existing conditions, the challenges and the resources available for development. The cooperative government means that the three spheres of government must work together (cooperate) to provide citizens with

a comprehensive package of services. Chapter 3 of the Constitution of the Republic of South Africa, 1996, states that the three spheres must help each other and support each other, share information and coordinate their efforts.

2.16 THE NECESSITY OF HAVING AN INTEGRATED DEVELOPMENT PLAN IN MUNICIPALITIES

This sub-section of the study presents necessity for having Integrated Development Plan in municipalities.

2.16.1 Effective use of scarce resources

According to the White Paper on the Transformation of Public Services, 1997, known as Batho Pele, “public services should be provided economically and cost effectively for citizens to have the best value”. The participation of community members in the IDP process helps the municipality to improve its financial responsibility. The IDP will help the local municipality to focus on the most important needs of local communities, taking into account the resources available at local level. Bekker (1996: 56) suggests that “the local municipality must find the most profitable ways to offer services and money will be spent on the causes of problems in local areas”. For example, a municipality can decide to allocate resources to build a canal that prevents houses from being damaged during the flood season. This will reduce the financial burden of the municipality's emergency services (IDP Guide Pack 2011: 8). Citizens pay income, Value Added Tax (VAT) and other taxes to finance the administration of the country. For this reason, citizens have the right to insist that their money be used correctly.

2.16.2 It helps to speed up delivery

According to Khawula (2016: 67), Integrated Development Plan identifies areas with fewer services and the poorest and indicates where to spend municipal funds. Implementation is facilitated by the fact that stakeholders have taken part in the process. The IDP provides mechanisms to break deadlocks to ensure that projects and programmes are implemented efficiently. The IDP helps to develop realistic project proposals based on the availability of resources (IDP Guide Pack 2011: 8). The participation of community members in the municipal administration improves the way in which the services are provided. Van der Waldt (2007: 167) states that municipalities are known for delays or procrastination when it comes to providing what communities need or require. When the promised service standard is not respected, people should be offered an apology, a complete explanation and a quick and effective remedy. Furthermore, when complaints are presented, citizens must receive a positive and compassionate response.

2.16.3 It helps to attract additional funds

According to Managa (2012: 5), government departments and private investors are willing to invest where municipalities have clear development plans. A well-planned Integrated Development Plan clearly establishes the goals and objectives of the municipality (Khawula 2016: 34). This attracts more funds because funders and donors know and understand the importance or necessity of funding such projects (Siphuma 2009: 93). The White Paper on Municipal Service Partnerships, 2000 recognizes the inability of many municipalities to provide services effectively to their communities, hence the introduction of service provision agreements between municipalities and service providers. The Local Government Municipal Systems Act, 2000 (Act 32 of 2000) states that “a municipality can provide its services through internal or external agreements carried out within the periphery of the municipal authority”. External agreements may be entered into with other municipalities or spheres of government, Community-Based Organizations (CBO), Non-Governmental Organizations (NGOs) and any other institution, entity or person legally competent to perform a commercial activity.

2.16.4 Strengthens democracy

Creighton (2005: 23) believes that through the active participation of all the important stakeholders, decisions are taken in a democratic and transparent manner. Community participation improves municipalities to build a local democracy because it is a strategy or a mechanism for interacting with citizens, businesses and community groups on an ongoing basis (Siphuma 2009: 61). The Constitution of the Republic of South Africa, 1996 articulates citizens' rights and participatory democracy. It emphasizes community participation in the IDP process and provides the roadmap on how the IDP should be implemented at all levels of government. One of the IDP is that it values the relationship between improvement, democracy and delivery. The construction of local democracy is a fundamental responsibility of local government and municipalities must develop policies and mechanisms to continuously connect with citizens, businesses and community groups. In terms of Section 73 of the Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) the establishment of ward committees is required as one of the structures to improve participatory democracy in the local government.

2.16.5 Helps to overcome the legacy of apartheid

Municipal resources are used to integrate rural and urban areas and to extend services to the poor. One of the principles of Apartheid was to deprive non-white communities of equal opportunities to participate in government affairs (Nleya: 2011). Siphuma (2009: 31) argues that the Integrated Development Plan is one of the strategies in the new democratic South

Africa to correct the imbalances of the past to give all communities, without distinction of race and gender, the possibility to participate in the local government affairs. Hamman (2003: 21) argues in another way that “community participation in post-apartheid South Africa exists in an awkward state of tension”. This worrying state of tension is, on the one hand, one of the struggles against apartheid in the mid-1990s reflects a rich tradition of activism characterized by many NGOs and civic associations. On the other hand, community participation in South Africa has been negatively affected by the legacy of apartheid, which has exacerbated the challenges common to community participation. On the other hand, Masango (2002: 54) argues that “during the apartheid period, the participation of local citizens, particularly blacks, had no end and was mainly limited to respect, but has now been strengthened through IDP process”.

2.16.6 Promotes co-ordination between local, provincial and national government

The different spheres of government are encouraged to work in a co-ordinated manner to tackle the developmental needs in a local area. For example, The Department of Health plans to build a clinic in an area. It has to check that the municipality can provide services like water and sanitation for the effective functioning of the clinic (IDP Guide Pack 2011: 9). A well-planned Integrated Development Plan clearly stipulates the goals and objectives of municipality. This attracts more support from other entities because they know and understand the importance or need of supporting such projects (Siphuma 2009: 93).

2.17 EMPIRICAL EVIDENCE OF COMMUNITY PARTICIPATION ON IDP PROCESS

Thulamela Local Municipality is a Category B municipality established in terms of Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998) and is one of the four local municipalities comprising Vhembe District Municipality. Thulamela municipal council, after its elected term, adopts its single, inclusive and strategic integrated development plan for the development of the municipality, which links, integrates and coordinates plans and takes into account proposals for the development of the municipality in terms of Section 25 of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000). Thulamela local municipality has 2016/2017 IDP which was adopted after the local government elections.

Section 26 (a) of the Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000) states that the IDP of the municipality must reflect the municipal council’s vision for long term development with special emphasis on the municipality’s most critical developments and internal transformation needs; council’s development strategies; and council’s operational strategies. This implies that municipal council plays a vital role in the adoption of the Integrated Development Plan. Thus, for this reason, Thulamela local municipality includes 12 traditional

leaders as additional members of the municipal council to ensure that all these council requirements by the IDP are integrated with the representatives of the communities.

Chapter 7 section 152 (1) (e) of the Constitution of Republic of South Africa Act, 1996 states the objective of local government as to encourage the involvement of communities and community organisations in the matters of local government. Thulamela, like any other municipality, abides by the legal procedure to adopt IDP and encourages its citizens to participate in the affairs of the municipality. Section B of the White Paper on Local Government, 1998 obliges municipalities to establish mechanisms to make sure community participation in policy initiation, formulation, implementation, monitoring and evaluation of programmes. Each municipality must therefore establish a localised system of participation. Thulamela has introduced its community participation forums known as IDP forum, pastors' forum, traditional leaders' forum, suggestion box, newsletter and imbizos to enable its communities to participate.

Thulamela strives to ensure that its citizens indeed participate in planning process of the municipality. This was evidence when, on the 28th of August 2012, the presiding Mayor of Thulamela local municipality Cllr Grace Mahosi hosted a community participation Imbizo at Nkavele sports grounds to engage in a constructive engagement session with the communities to identify their needs, demand and aspirations. Also, on the 1st of April 2016 the Mayor Cllr Grace Mahosi went to host another community participation Imbizo with the community of Gandlanani village to get to know their challenges with regard to municipal service delivery. Community members were given an opportunity to fully participate and raise their concerns with regard to the service they needed from Thulamela local municipality. Thulamela local municipality meets with its communities face-to-face through their mayoral Imbizo quarterly, in which communities are given a platform to fully raise their concerns and demands to the municipal officials and the Mayor.

The White Paper on Local Government (WPLG), 1998 gives local municipalities with the opportunity to establish structures such as ward committees which would ensure that there is active involvement and collaboration with councillors. Ward committees as community structures applied in each communities' ward in Thulamela play a critical role in linking and informing the municipalities about the needs, aspirations, potentials and problems of the communities through participation. Thulamela has 40 wards of which each ward is headed by a ward councillor elected directly by the people to represent needs of the community within the municipality. Thulamela local municipality newsletter (2015: 03) indicates that members of Thulamela and its community structures such as ward committee, civic organizations,

traditional leaders, pastors' forum and community organisations work hand in hand to chart the way forward regarding service delivery in Thulamela.

Although Thulamela local municipality strives to abide by the legal requirements to adopt IDP and to encourage its communities to participate in the municipal affairs, all is not with regard to participation on IDP process. Thulamela local municipality requires IDP process plan, a document which indicates how the municipality intends to conduct the upcoming IDP and specify the municipality's targets within the IDP. The municipality's internet website intends to communicate any information which encourages the people to participate on its IDP process. As reported by Tau (in City Press 08 February 2015), Thulamela local municipality neglects its underdeveloped communities which are heavily stroke with poverty and pay more attention to the well-to-do communities. The municipality needs to understand the concept of integration during its planning process to incorporate all communities' needs into IDP.

2.18 CONCLUSION

The chapter presented the historical background of the community participation on IDP process. Community participation, particularly on IDP process, in South Africa has long history coming from Apartheid government which excluded non-whites racial groups from participating in government affairs to the post-Apartheid government which seeks to undo the past injustices by incorporating previously excluded groups into decision-making process. The chapter also reviewed the literature by presenting an empirical perspective of the challenges militating against community participation on IDP process in Thulamela Local Municipality. The empirical evidence shows that Thulamela Local Municipality strives to promote community participation on IDP process although it is faced with numerous challenges to do so.

From the above discussion it is clear that South Africa local government is faced with challenges militating against community participation on IDP, and different authors have presented their views with regard to curbing such challenges but some of these suggestions are difficult to implement. The lesson which can be derived from this chapter is holistic approach in dealing with government issues, promoting active community participation. Literature review helped the researcher to understand different ideas and thoughts with regard to challenges on community participation.

This chapter views a literature in an attempt to relate challenges militating against community participation on Integrated Development Plan. Different legislations with regard to community participation were discussed in order to understand how community participation in local government, particularly IDP process, should take place and curbing its challenges. This

chapter gave a discussion as to how exactly community participation should take place in a quest to let the public understand what role they should play and also services that they should demand from local government.

The legislative framework that regulates community participation on IDP process in local government which include White Paper on Local Government (WPLG) 1998; Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998); Local Government Municipal Systems Act, 2000 (Act No. 32 of 2000); White Paper on Transforming Public Service Delivery, 1997: Batho Pele; National Policy Framework on Public Participation, 2005; Promotion of Access to Information Act, 2000 (Act No. 2 of 2000); Municipal Planning Performance Management Regulations, 2001; and Local Government Municipal Finance Management Act, 2003 (Act No. 56 of 2003) were presented and discussed in detail.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The third chapter provides details with regard to research methodologies that were used to investigate the challenges militating against community participation on IDP process in Thulamela Local Municipality. In this chapter, the preference of the use of research method, which is mixed research methodology (in which qualitative and quantitative are used), will be explained. This chapter also presents aspects such as research design, research methodology, study area, population of the study, sampling method and sampling size, data collection methods, data analysis methods, and ethical considerations.

3.2 RESEARCH DESIGN

Babbie (2010: 11) defines research design as a plan of or a structured framework of how one intends to conduct the research process in order to solve the research problem. Babbie (2010: 117) also explains that the research design helps the researcher to answer questions validly and accurately. According Schumacher and McMillan (2006: 117) research design refers to a plan for selecting subjects, research sites, and data collection procedures to answer the research questions. In this study, the researcher used exploratory, descriptive and contextual research design.

3.2.1 Descriptive research

According to Burns and Grove (2003: 201), descriptive research is designed to provide a picture of a situation as it naturally happens. Descriptive research involves direct exploration, analysis and description of the particular phenomena, as free as possible from unexplained presuppositions, aiming at maximum intuitive presentation (Streubert & Carpenter 1999: 49). The reason the researcher used descriptive research was to provide an accurate and valid representation of (encapsulate) the factors or variables that are relevant to the research question.

3.2.2 Contextual research

Botes (1994: 16) describes contextual research as findings valid within the time space and value context in which the study is being done. According to Holloway and Wheeler (2002: 34), contextual research includes the environment and conditions in which the study takes place as well as the culture of the participants and location. Contextual research design helped

the researcher to aggregate data from research population in the field where people are living and applying the findings into a final product.

3.3 RESEARCH METHODOLOGIES

Babbie (2010: 4) defines methodology as the science of finding out; procedures for scientific investigation. Kothari (2004: 8) defined research methodology as a way to systematically solve the research problem. The researcher made use of mixed research methodology which include both qualitative and quantitative methods.

According to Kumar (2011: 11) research method is the process that the researcher adopts to find answers to research questions. Botes (1995: 14) defines research methods as the various procedures, schemes and algorithms used in research. Research methods help us collect samples, data and find a solution to a problem. According to Creswell (2008: 9) mixed methods research is both a method and methodology for conducting research that involves collecting, analysing, and integrating quantitative and qualitative research in a single study or a longitudinal program of inquiry. The reason to use this form of research is that both qualitative and quantitative research, in combination, provide a better understanding of a research problem or issue than either research approach alone (Creswell 2008: 9).

3.3.1 Quantitative method

According to Brynard and Hanekom (1997: 29) quantitative research method is a method which the researcher assigns numbers to observations by counting and measuring things or objects until data is produced. Marlow and Boone (2005: 30) define qualitative study as the creation of categories of phenomena under study prior to the investigation and of the assignments of numbers to categories. Quantitative methods are used when the purpose of the research is to arrive at a universal statement and when the research seeks to assign figures to observation (Brynard and Hanekom 1997: 29). Qualitative method was used because data collected was based on the views and opinions of a large number of respondents and the analysis of results was based on statistical significance.

3.3.2 Qualitative method

Welman, Kruger and Mitchell (2005: 188) define qualitative research as an umbrella phrase covering an array of interpretive techniques which seek to describe, decide, translate, and otherwise come to terms with the meaning of naturally occurring phenomena in the social world. According to Creswell (2007: 330), qualitative research is an inquiry process of understanding where a researcher develops a complex, holistic picture, analyses words, and reports detailed views of information and conducts the study in a natural setting. It was

important to make use of qualitative methodology in the area of data collection because there was a need for multiple methods within a study, so as to corroborate the data collected with a single strategy with data from at least one other strategy, thereby enhancing the trustworthiness of the information.

3.4 STUDY AREA

The study took place in the Thulamela Local Municipality, Vhembe District: Limpopo Province. The study focused on the challenges militating against community participation on Integrated Development Plan process in Thulamela Local Municipality. Thulamela is a category B (local) municipality in terms of the Local Government Municipal Structures, Act (Act No. 117 Of 1998) which is found in the Vhembe District of Limpopo Province. Thulamela Municipality is found in the far north of South Africa. It has a population of about 618, 462. It inhabits 47.7% of the entire Vhembe District's population. More than 85% of the people in this municipality live in rural areas (Thulamela IDP 2015/16: 8).

3.5 POPULATION OF THE STUDY

Schumacher and McMillan (2006: 119) defined population as a group of elements or cases, whether individuals, objects, or events, that conform to specific criteria and to which we intend to generalise the results of the research. According to Welman, Kruger and Mitchell (2005: 52), a population is the full set of cases from which sampling took place. The researcher conducted this study from Thulamela Local Municipality from IDP officials, public relations officer, communication manager, public participation manager, community service manager, chairpersons of ward committees, Community Development Workers (CDW), municipal manager, traditional leaders and Local Economic Development (LED) officials.

3.6 SAMPLING

Webster (1985) defined a sample as a finite part of a statistical population whose properties are studied to gain information about the whole. Sampling is defined by Neelankavil (2015: 240) as a procedure that uses a small number of elements of a given population as a basis for drawing conclusions about the whole population. The sampled group of the study includes IDP officials, public relations officer, communication manager, public participation manager, community service manager, chairpersons of ward committees, Community Development Workers (CDW), municipal manager, traditional leaders and Local Economic Development (LED) officials.

3.6.1 Sampling Method

According to Babbie (2010: 192), sampling method is a technique in which samples are selected. For this study, the researcher will make use of the purposive sampling or judgemental method, a non-probability subtype, to select the respondents or the participants. Purposive or judgemental sampling is defined by Babbie (2010: 193) as any type of nonprobability sampling in which the units to be observed are selected on the basis of the researcher's judgment about which ones will be the most useful or representative. Babbie (2010: 192) defines non-probability sampling as any technique in which samples are selected in some way not suggested by probability theory. Purposive or judgemental sampling was appropriate in this study to select a sample on the basis of knowledge of a population, its elements, and the purpose of the study. The main reason to use purposive sampling in this study was to produce a sample that can logically be assumed as representative of the population. This method is based on the judgement of the researcher regarding the characteristics of a representative sample (Neelankavil 2015: 240).

3.6.2 Sampling Size

As Babbie (2010: 193) noted, the researcher selected the number of sample size based on the judgement that they will be the most useful or representative of the entire population. The researcher collected data from a sample size of 60 respondents. The sample size of the study was composed of; 25 Chairpersons of ward committees, 1 Public relations officer, 1 Communication manager, 1 Public participation manager, 1 Community service manager, 1 IDP manager, 1 IDP coordinator, 1 Chairperson of IDP Representative Forum, 8 Community Development Workers (CDWs), 12 traditional leaders, 1 municipal manager, and 7 Local Economic Development (LED) officials.

Table 3.1: Sampling Size of the Study

#	THULAMELA TARGETS	STUDY SIZE	TOTAL SIZE
1	Chairpersons of ward committees,	25	40
2	Public relations officer,	1	5
3	Communication manager,	1	1
4	Public participation manager,	1	1
5	Community service manager,	1	1
6	IDP manager,	1	1
7	IDP coordinator,	1	1
8	Chairperson of IDP Representative Forum,	1	1
9	Community Development Workers (CDW),	8	30
10	Traditional leaders	12	12
11	Municipal manager	1	1
12	Local Economic Development (LED) officer	7	10
	TOTAL	60	104

3.7 DATA COLLECTION METHODS

According to Gray (2009: 580), data collection method refers to the systematic way towards collection of data so that information can be obtained. Kumar (2011: 26) defines data collection as the process in which the researcher collects the information to be used in the study after formulating the research problem, developing the study design, constructing the research instruments and selecting the sample of the study. For this study, the research collected primary and secondary data.

3.7.1 Primary data

Primary data is defined by Babbie (2010: 250) as information that the researcher collects specifically for the purpose of your research project. The source of research primary data is the population sample from which the data is collected. An advantage of primary data is that it is specifically tailored to your research needs. A disadvantage is that it is expensive to obtain. Primary data was collected with the use of two data collection instruments, namely questionnaire and interview schedule.

3.7.1.1 Questionnaire

According to Babbie (2010: 256) questionnaire is a document containing questions and other types of items designed to solicit information appropriate for analysis. According to Bless, Higson-Smith and Kagee (2006: 184), a questionnaire is an instrument of data collection which consists of a standardised series of questions relating to the research topic to be answered in writing by participants. The reason for the researcher to use questionnaire in this study was motivated by the fact that, it would be easy to send questionnaires to a group of people in the study area, as well as sending them to a bigger group. Of the 60 respondents, the researcher collected data through questionnaire from 50 respondents. The questionnaire made use of the five-linked scale with checklist.

3.7.1.2 Interview schedule

According to Monette, Sullivan and De Jong (2008: 488), an interview schedule is a document used in interviewing which is similar to questionnaire that contains instruments for interview. Interview is defined by Monette, Sullivan and De Jong (2008: 488) as a technique in which the interviewer reads a question to respondents and records the verbal responses by the participants. The researcher used interview schedule, in which the interview was open-ended because it gives the interviewee an opportunity to be honest with the researcher and the researcher was able to have time to prepare the questions before the interview and review the questions. Of the 60 respondents, the researcher conducted interview with 10 respondents.

3.7.2 Secondary data

Secondary data refers to data that was collected by someone other than the user (Babbie 2010: 250). The researcher collected secondary data from literature about community participation on Integrated Development Plan (IDP) process with the help of media; both print and electronic media were reviewed. Publications such as journals articles, text books, research documents (which are description of studies written by the researchers who conducted them) and research reports (which are description of studies prepared by someone

other than the researcher), as well a policy and legislative documents were vital tools or assets to be used to collect secondary data about the challenges militating against community participation on IDP process (Brace 2013: 109).

3.8 DATA ANALYSIS METHODS

Boetje (2010: 76) defined analysis as the process of systematically searching and arranging the interview transcripts, field notes and other materials that the researcher accumulates to increase his/her own understanding of them and to enable him/her to present what he/she has discovered to others. According to Henn, Westien and Foard (2006: 208) data analysis refers to a point that the researcher should indicate how the data was collected organised, interpreted and analysed.

Two types of data analysis were used when analysing the data. For data collected through interview, the researcher used thematic analysis (Narrative form) and for data collected through questionnaire, the researcher used International Business Machinery (IBM): Statistical Product in Service Solutions (SPSS) Statistics V25. The information was presented in tabular form, frequencies, and percentages. The researcher also followed steps for qualitative data analysis suggested by Creswell (2003: 334) which include:

- **Step 1: Planning for recoding data:** The researcher's plan for the recording of data in a more systematic manner was appropriate to the setting participants or both and facilitated analysis before collecting data.
- **Step 2: Data collection and preliminary analysis:** Data analysis in qualitative inquiry necessitated a twofold approach. The first one involved data analysis at the research site during the collection of data. The second one involved data analysis away from the site.
- **Step 3: managing/organising data:** This is the early stage in analysis, which involved the researcher organising data into file folders, index cards or computer files.
- **Step 4: Reading and writing memos:** After the researcher had organised the data, the researcher immersed himself in the details to try and get a sense of the interview as a whole before breaking it into parts.
- **Step 5: Generating categories, themes and patterns:** This step involved noting regularities in the setting or people chosen for the study. As the categories emerged, the researcher searched for those that have internal convergence and external divergence.

- **Step 6: Coding the data:** The researcher had to apply some coding scheme to those categories and themes, by diligently and thoroughly marking passages in the data. Codes took several forms, such as abbreviation of key words, coloured dots and numbers. The choice was up to the researcher.
- **Step 7: Testing emergent understanding:** The researcher began the process of evaluating the possibility of the understandings and explored them through the data.
- **Step 8: Searching for alternative explanation:** In this step, the researcher discovered the patterns in the data and engaged in critically challenging patterns that seemed to be apparent. The researcher also searched for other possible explanations for those data and the linkage among them.
- **Step 9: Writing the report:** This is the final step in which the researcher wrote a report and explained the data in detail. The researcher engaged in an interpretative act and gave meaning to raw data.

For this study, the researcher analysed data using the aforementioned narrative data analysis steps. The researcher collected data from respondents writing all the information that they provided. After data collection, the researcher read all the information collected from respondents to organise it and group it all together. The researcher presented data in a narrative form.

3.9 ETHICAL CONSIDERATION

According to Schumacher and McMillan (2006: 142), ethics, generally, are considered to deal with belief about what is right or wrong, proper or improper, good or bad. Andrew (in Mafunisa 2008: 68) defines ethics as standards that guide the behaviour and actions of public officials in public institutions, and which may be referred to as moral laws. Thus, ethics in research refers to the moral actions to be considered by the researcher while conducting the research. The research ethics, which the researcher considered while conducting this study are as follows:

3.9.1 Informed Consent

Bless, Higson-Smith, and Kagee (2006: 142) are of the view that with informed consent, respondents have the right to know what the research is about, how it will affect them, the risks involved, and benefits of participating before participating. The researcher obtained consent from participants after taking steps to ensure that they had a complete understanding of the procedures to be used, any risks involved, and any demands that would be placed on

them. The researcher informed the participants that participation was voluntary, and no rewards would be offered to participants. Thus, Individuals were able to choose whether they wished to participate in the study or not.

3.9.2 Protection from Harm to respondents

The researcher took full responsibility to protect participants from any harm during the study. According to De Vos (2002: 58), subjects can be harmed in a physical and emotional manner. For this reason, the researcher ensured that any plan or action that might have caused physical and psychological harm, such as stress, discomfort, or embarrassment that could have lasting adverse effects on the participants were prevented. Neuman (2006: 132) pointed out that researcher should not cause any harm to the respondents. The researcher intended to put highly the well-being of the participants in the study and to be always in a comfort and well treated zone. As there could be possible harm that might have taken place, the researcher was always prepared to take full responsibilities if the participants were to request counselling or other help after participating in the study.

3.9.3 Privacy/Confidentiality

It was the responsibility of the researcher to keep the privacy of the participants in this study. Privacy is a very useful aspect, especially dealing with sensitive matters. According to Bless (2006: 58), information provided by respondents, particularly sensitive and personal information should be protected and made unavailable to everyone other than the researcher. Participants who had wished not to reveal their full identity so that they may be regarded as anonymous, the researcher abided by the wishes of the participants and hid their identity. This was so because some participants were willing to expose some serious sensitive secrets that could help the researcher understand better the subject matter of which to some of the people may be an offence if such secrets came out.

3.9.4 Voluntary Participation

According to Babbie (2010: 64) participation in research must be voluntary. No one should be forced to participate against their will. The researcher gave the respondents all the relevant information and ensured that the respondents understood the purpose and benefits of participation. Respondents were given freedom to choose, decline or withdraw from the study at any stage.

3.9.5 Deception

Babbie (2010: 70) indicated that when researcher is conducting research study deceiving people is considered to be an unethical behaviour in social research. The researcher treated all the participants, professionals or ordinary participants, equally with respect and without deception to influence the outcome of their participation.

3.10 CONCLUSION

This chapter was mainly concerned with what and how the researcher managed to collect data in this study. It outlined and prescribed the research procedures of the study. Several methods and techniques were applied to collect data. These methods were divided into two methodologies, which are qualitative and quantitative research methodology. The researcher had his own preference on the type of data collection methods and techniques used. This chapter, with the given methods of data collection, also provided the research ethics which the researcher considered while collecting data from the study participants.

CHAPTER 4

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 INTRODUCTION

This chapter presents the findings, analyses and interprets the data obtained through the use of research methodology that ranged from research questionnaire and interviews on the challenges militating against community participation on Integrated Development Plan in Thulamela Local Municipality. There are two sections under data analysis which include the analysis of data collected through questionnaire and analysis of data collected through interviews. The data from the questionnaires and the interviews will be tabulated and calculated to show the frequency and percentages that are easy to explain. Data collected through interviews will be presented in a thematic-narrative analysis. Each question from the questionnaire will be presented, analysed then interpreted. From 60 respondents participated in the study, 50 respondents responded to the research questionnaire. From 60 respondents of the study, 50 of them took part in responding to the questionnaire and 10 participants in answering the interview.

4.2 ANALYSIS OF DATA COLLECTED THROUGH QUESTIONNAIRES

In this section, the researcher presents data that was collected through questionnaires. The questionnaire consists of two sections which include bibliographical details and the challenges militating against community participation on IDP process. The data has been tabulated and presented in frequency and percentages. All the targeted respondents in this study managed to return the questionnaires.

4.2.1 Section A: biographical details of respondents

In this sub-section, the researcher presents the biographical details of the respondents who participated in the study. The data is presented in relation to gender; age; position; educational qualifications; and tribe. The data is presented as follows:

Table 4.1: Gender of Respondents

	Gender of Respondents	Frequency	Percentage
1	Male	29	58%
2	Female	21	42%
	TOTAL	50	100%

Table 4.1 presents the biographical details of the respondents in terms of gender. Out of 50 respondents who responded to the questionnaire, 29 (58%) were male and 21 (42%) were female. The frequency of gender respondents shows that there was no gender discrimination and all genders were given enough opportunity to respond to the questionnaires. The difference in gender frequency respondents shows that males were more responsive than females but with a small margin. Thus, for this reason, the researcher believes that Thulamela Local Municipality and its traditional leadership or councils are on the right path to empower women in local democracy. All targeted 50 respondents managed to return the questionnaires and the answered questionnaires were analysed

Table 4.2: Age of Respondents

	Age of Respondents	Frequency	Percentage
1	Less than 30 years	04	8%
2	31-40 years	14	28%
3	41-50 years	18	36%
4	51-60 years	08	16%
5	61 years and above	06	12%
	TOTAL	50	100%

Table 4.2 presents the biographical details of respondents in terms of age. Majority of the respondents, 18 (36%) who took part in the study were aged between 41 to 50 years. Fourteen, 14 (28%) of the respondents were aged between 31 to 40 years and 08 (16%) were between 51 to 60 years. Few respondents at 06 (12%) were 61 years and older and the least

04 (8%) respondents were less than 30 years. The researcher believes that the study was fairly and/or dully represented in terms of age distribution of respondents.

Table 4.3: Position of respondents

	Position of Respondents	Frequency	Percentage
1	Ward Committee members	21	42%
2	Thulamela Local Municipality employees	18	36%
3	Thulamela community members	0	0%
4	Traditional Leaders	11	22%
	TOTAL	50	100%

There were four groups of respondents in this study, in terms of the position they hold within Thulamela Local Municipality, which are the Ward Committee members; Thulamela Municipality employees; Thulamela Municipality community members; and Traditional Leaders. Majority of the respondents at 21 (42%) were ward committee members. These are the ward committee chairpersons, known as ward councillors, who represented 41 wards from Thulamela Local Municipality. Eighteen 18 (36%) who took part in the study were the Thulamela Local Municipal employees. The Municipal employees were represented by those respondents who work within the municipality ranging from the municipal manager.

Twelve 11 (22%) of the Traditional Leaders took part in this study. These are the Traditional Leaders strictly from Thulamela and form part of Mayor Mahosi Forum from Thulamela Local Municipality. There were no members of the Thulamela community. Thulamela community members were represented by their leaders, Traditional Leaders, Ward Councillors and LED officials. These are the people who should benefit from a well enhanced community participation process in the IDP. The ration of these respondents was tailor made to strike the balance so that the data collected will be balanced between those who are responsible to render municipal services (facilitating community participation on IDP process) and the customers of such services (participants in the IDP process).

Table 4.4: Educational Qualification of Respondents

	Educational Qualifications	Frequency	Percentage
1	Primary Education	03	6%
2	Secondary education	08	16%
3	Grade 12	13	26%
4	Diploma	11	22%
5	Bachelor's degree	10	20%
6	Other	05	10%
	TOTAL	50	100%

Initially, the researcher did not include primary education and the “Other” option and realised during data collection process that some of the respondents hold primary education and other qualifications which were not initially provided in the questionnaire. Table 4.4 indicates the biographical details in terms of educational qualifications held by the respondents in this study. The educational status of the respondents was categorised from primary education to bachelor's degree and provided other option. The educational level is constituted by respondents who have achieved or currently in such a level. Majority of the, 13 (26%) of the respondents who hold grade 12. Eleven 11 (22%) of the respondents were diploma and 10 (20%) were respondents with bachelor's degree.

Those with primary education were 03 (6%) and respondents who hold secondary education were 08 (16%). There were no pre-school respondents. Respondents with other qualification were at least 05 (10%). These are qualifications or educational levels which were not provided for in the questionnaires, such as postgraduate qualifications. All municipal officials have tertiary education (diploma and bachelor's degree). This means municipal officials have required qualification to hold their posts and have enough skills that they have acquired at tertiary to deliver municipal services. The researcher believes that obtaining data from educated respondents will help the study conclusion to carry more weight since educated people have high chances of bringing logical views.

Table 4.5: Tribe/Language of Respondents

	Tribe/Language of Respondents	Frequency	Percentage
1	Venda (Vha-Venda)	45	90%
2	Tsonga (Va-Tsonga)	05	10%
3	Other	0	0%
	TOTAL	50	100%

In terms of biographical information of the respondents, the above table presents the tribe or language of the respondents who took part in the study and their means of communication. Table 4.5 indicates that majority of the respondents at 45 (90%) of the total sample of the study were Venda tribe who use Tshivenda as their language of communication. It is clear that Thulamela Local Municipality is strongly dominated by Vha-Venda over other tribes. Five 05 (10%) of the respondents were Tsonga (Va-Tsonga) who use Xitsonga as their language of communication. The Va-Tsonga tribe was entirely represented by the employees of the municipality, those that work from within the municipality such as the Municipal Manger. As far as other languages are concerned, there were no respondents who spoke other languages other than Venda (Vha-Venda) and Tsonga (Va-Tsonga) as listed above.

4.2.2 Section B: Challenges militating against community participation on IDP process

In this sub-section, the researcher presents the data on challenges militating against community participation on IDP process. The information will be presented in graphical-tabular format with frequencies and percentages followed by a synthesis of the findings. The sub-section will be divided into four themes that derived from the three specific objectives of the study which are challenges facing Thulamela Local Municipality with regard to community participation on IDP process; the role of community participation on IDP process in Thulamela; Different types of participation on IDP process in Thulamela; and strategies to enhance community participation on IDP process in Thulamela. These themes are discussed below:

4.2.2.1 Challenges militating against community participation on IDP process in Thulamela Local Municipality

In this theme, the researcher provides information in relation to challenges militating against community participation on IDP process in Thulamela Local Municipality. These are the challenges faced by the municipality and its communities during the IDP process. Information in this section has been tabulated and presented in frequencies and percentages and synthesis will be presented thereof.

Table 4.6: Community members actively participate on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	10	20%
2	Agree	28	56%
3	No Sure	06	12%
4	Disagree	04	8%
5	Strongly Disagree	02	4%
	TOTAL	50	100%

Table 4.6 indicates that from 50 respondents who participated in the study, respondents who agreed that community members actively participate on the IDP process were 28 (56%) while 10 (20%) of the respondents strongly agreed with the statement. Four, 04 (8%) of the respondents disagreed that community members actively participate on IDP process while 02 (4%) of the respondents strongly disagreed. The respondents who disagreed and strongly disagreed perceive community members as the core to the challenges of community participation on IDP due to their inactive participation. There were 06 (12%) respondents who were not sure whether community members actively participate on IDP or not. From the above information, a conclusion can be drawn that community members of Thulamela Local Municipality actively participate on IDP process.

Table 4.7: Municipality has enough resources to promote community participation on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	0	0%
2	Agree	04	8%
3	No Sure	08	16%
4	Disagree	10	20%
5	Strongly Disagree	28	56%
	TOTAL	50	100%

From the fifty (50) respondents who participated on the study, majority of the respondents at 28 (56%) strongly disagreed that the municipality has enough resources to promote community participation on IDP process while there were no respondents who strongly agreed with the statement. Ten 10 (20%) of the respondents disagreed that the municipality has enough resources to promote community participation on IDP process while 04 (8%) of the respondents agreed with the statement. There were 08 (16%) respondents who were not sure as to whether the municipality had enough resources to promote community participation on IDP process or not. From the above statistics, it can be concluded that Thulamela Local Municipality has insufficient resources to promote community participation on IDP process. Resources are at the centre of municipal administration for effective service delivery. Thus, their lack could pose a major threat in improving the lives of the community members as well as promoting local democracy through participation.

Table 4.8: Community members are willing to attend IDP process proceedings

	Responses	Frequency	Percentage
1	Strongly Agree	11	22%
2	Agree	21	42%
3	No Sure	08	16%
4	Disagree	07	14%
5	Strongly Disagree	03	6%
	TOTAL	50	100%

Information from the above table shows that 11 (22%) of the respondents strongly agreed and 21 (42%) agreed that community members are willing to attend IDP process proceedings. These proceedings include meetings ranging from traditional council meetings to the actual IDP meetings where community needs are raised. There were 08 (16%) of the respondents who were not sure whether community members are willing to attend IDP process proceedings or not. Seven 07 (14%) of the respondents disagreed that community members are willing to attend IDP process proceedings while at least 03 (6%) of the respondents disagreed with the statement. A conclusion can be drawn from the above information that community members of Thulamela Local Municipality are willing to attend IDP proceedings. The will by community members to attend IDP proceedings should stimulate their municipality's desire to empower and promote local democracy through participation.

Table 4.9: Traditional leaders are actively involved in the issues of community participation on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	12	24%
2	Agree	23	46%
3	No Sure	09	18%
4	Disagree	04	8%
5	Strongly Disagree	02	4%
	TOTAL	50	100%

With regard to traditional leaders being actively involved in the issues of community participation on IDP process, majority of respondents at 23 (46%) agreed and 12 (24%) of the respondents strongly agreed with the statement. Nine 09 (18%) of the respondents were not sure as to whether traditional leaders are actively involved in the issues of community participation on IDP process or not. There was 04 (8%) of the respondents who disagreed that traditional leaders are actively involved in the issues of community participation on IDP process while at least 02 (4%) of the respondents disagreed with the statement. The information clearly shows that traditional leaders are actively involved in the issues of community participation on IDP process with 35 (70%) of respondents agreeing. Traditional leaders play a vital role, especially in local communities, in service delivery issues in their communities. Thus, their active involvement could bring forth development in their respective communities.

Table 4.10: Municipal officials encourage community members to participate on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	09	18%
2	Agree	25	50%
3	No Sure	05	10%
4	Disagree	08	16%
5	Strongly Disagree	03	6%
	TOTAL	50	100%

Table 4.10 depicts that out of 50 respondents, majority of the respondents at twenty-five 25 (50%) agreed that municipal officials encourage community members to participate on IDP process while 08 (16%) of the respondents disagreed with the statement. Only 05 (10%) of the respondents were not sure whether municipal officials encourage community members to participate on IDP process or not. Nine 09 which constitutes (18%) of the respondents strongly agreed that municipal officials encourage community members to participate on IDP process and at least 03 which constitute (6%) of the respondents strongly disagreed with the statement. From the above information, a conclusion can be drawn that the majority of respondents, which is 34 (68%), agreed that municipal officials encourage community members to participate.

Table 4.11: Community leaders influence their community members to participate on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	11	22%
2	Agree	19	38%
3	No Sure	06	12%
4	Disagree	10	20%
5	Strongly Disagree	04	8%
	TOTAL	50	100%

From fifty (50) respondents who took part in the study, majority of the respondents at nineteen, 19 (38%) agreed that community leaders influence their community members to participate on IDP process, while 10 (20%) of the respondents disagreed with the statement. Eleven 11 which constitute (22%) of the respondents strongly agreed that community leaders influence their community members to participate on IDP process while at least 04 (8%) of the respondents strongly disagreed with the statement. There was only 06 (12%) of the respondents who were not sure as to whether community leaders influence their community members to participate on IDP process or not. Community leaders include members of community civic organisations, church leaders, to school teachers. With the majority 30 (60%) of respondents agreeing, it is clear from the above information that community leaders influence their community members to participate on particularly IDP process.

4.2.2.2 The role of community participation on IDP process in Thulamela Local Municipality

This section provides information in relation to the role of community participation on IDP in Thulamela Local Municipality. These are the roles that community participation plays on IDP process for a better municipal service delivery. Information in this section has been tabulated and presented in frequency and percentage.

Table 4.12: Active community participation on IDP process plays an important role in the improvement of basic service delivery

	Responses	Frequency	Percentage
1	Strongly Agree	15	30%
2	Agree	30	60%
3	No Sure	04	8%
4	Disagree	01	2%
5	Strongly Disagree	0	0%
	TOTAL	50	100%

Table 4.12 shows that out of fifty (50) respondents who took part in the study, majority of the respondents at 30 (60%) agreed that active community participation on IDP process plays an important role in the improvement of basic service delivery, while at least 01 (2%) of the respondents disagreed with the statement. Fifteen 15 which constitutes (30%) of the respondents strongly agreed that active community participation on IDP process plays an important role in the improvement of basic service delivery and there were no respondents that strongly disagreed with the statement. There were at least 04 (8%) of the respondents who were not sure as to whether active community participation on IDP process plays an important role in the improvement of basic service delivery or not. Thus, from the above information, it can be concluded that active community participation on IDP process is believed to play a vital role in the improvement of basic service delivery.

Table 4.13: Community members perceive community participation on IDP process as important to improve basic service delivery

	Responses	Frequency	Percentage
1	Strongly Agree	07	14%
2	Agree	26	52%
3	No Sure	05	10%
4	Disagree	08	16%
5	Strongly Disagree	04	8%
	TOTAL	50	100%

Table 4.13 portrays that majority of the respondents at 26 (52%) agreed and 08 (16%) disagreed that community members perceive community participation on IDP process as important to improve basic service delivery. The respondents who were not sure whether community members perceive community participation on IDP process as important to improve basic service delivery were 05 which constitutes (10%). Seven 07 which constitute (14%) of the respondents strongly agreed that community members perceive community participation on IDP process as important to improve basic service delivery and 04 (8%) of the respondents strongly disagreed with the statement. Statistics shown in the above table shows that most of the respondents who agreed that community members perceive community participation on IDP process as important to improve basic service delivery were more than those who disagreed.

Table 4.14: Thulamela Local Municipality values community participation by its communities on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	09	18%
2	Agree	13	26%
3	No Sure	06	12%
4	Disagree	15	30%
5	Strongly Disagree	07	14%
	TOTAL	50	100%

With regard to the Thulamela Local Municipality valuing community participation by its communities on IDP process, majority of the respondents at 15 (30%) disagreed and 13 (26%) of the respondents agreed that municipality values community participation by its communities on IDP process. Table 4.14 shows that 09 (18%) of the respondents strongly disagreed that municipality values community participation by its communities on IDP process while 07 (14%) of the respondents strongly disagreed with the statement. There were 06 participants which constitute (12%) of the respondents that were not sure as to whether municipality values community participation by its communities on IDP process or not. From the above information it cannot clearly be decided as to whether municipality values community participation by its communities because those that agreed and disagreed both recorded 22 (44%).

Table 4.15: Thulamela Local Municipality informs community members about the importance of participating on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	08	16%
2	Agree	23	46%
3	No Sure	03	6%
4	Disagree	12	24%
5	Strongly Disagree	04	8%
	TOTAL	50	100%

The table above shows that of the fifty (50) respondents who participated in the study, majority of the respondents at 23 (46%) agreed and 12 (24%) disagreed that municipality informs community members about the importance of participating on IDP process. There was 08 (16%) of the respondents who strongly agreed municipality informs community members about the importance of participating on IDP process while only 04 (8%) of the respondents strongly disagreed with the statement. There was at least 03 (6%) of the respondents who were not sure whether municipality informs community members about the importance of participating on IDP process or not. A conclusion can be drawn from the information provided above that municipality is believed to inform its community members about the importance of participation.

Table 4.16: Lack of community participation on IDP process results in ineffective service delivery

	Responses	Frequency	Percentage
	+		
1	Strongly Agree	17	34%
2	Agree	23	46%
3	No Sure	06	12%
4	Disagree	04	8%
5	Strongly Disagree	0	0%
	TOTAL	50	100%

With regard to lack of community participation on IDP process resulting into ineffective service delivery, majority of the respondents at 23 (46%) agreed and 17 (34%) of the respondents strongly disagreed that lack of community participation on IDP process results in ineffective service delivery. Six 06 (12%) of the respondents were not sure as to whether lack of community participation in IDP process results in ineffective service delivery or not. At least 04 (8%) of the respondents disagreed that lack of community participation in IDP process results in ineffective service delivery while there were no respondents that strongly disagreed with the statement. A conclusion can be drawn from the above information that poor community participation on IDP is perceived as a factor that can lead to ineffective service delivery.

4.2.2.3 Different types of community participation on IDP process in Thulamela Local Municipality

This section provides information in relation to different types of community participation in IDP process in Thulamela Local Municipality. These are the means and ways in which community members are given a platform to participate in IDP process. Information in this section has been tabulated and presented in frequency and percentage.

Table 4.17: Community members are well informed about different types of participation on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	13	26%
2	Agree	22	44%
3	No Sure	08	16%
4	Disagree	05	10%
5	Strongly Disagree	02	4%
	TOTAL	50	100%

With regard to the community members being well informed about different types of community participation on IDP process, majority of the respondents at 22 (44%) agreed and 13 (26%) of the respondents strongly agreed that community members are well informed about different types of community participation on IDP process. Table 4.17 shows that 08 (16%) of the respondents were not sure whether community members are well informed about different types of community participation on IDP process or not. Five 05 which constitute (10%) of the respondents disagreed that community members are well informed about different types of community participation on IDP process while 02 which constitute (4%) of those respondents strongly disagreed with the statement. From the above information it is clear that community members are well informed about the importance of community participation, with the total of 25 (50%) agreeing.

Table 4.18: Thulamela Local Municipality has different types of participation to allow active community participation on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	14	28%
2	Agree	26	52%
3	No Sure	04	8%
4	Disagree	04	8%
5	Strongly Disagree	02	4%
	TOTAL	50	100%

From the fifty (50) respondents who took part in the study, majority of the respondents at 26 (52%) agreed and 14 (28%) of the respondents strongly agreed that Thulamela Local Municipality has different types of participation to allow active community participation on IDP process. Four 04 which constitute (8%) of the respondents were not sure as to whether Thulamela Local Municipality has different types of participation to allow active community participation on IDP process or not. There were at least 02 (4%) of respondents who strongly disagreed that Thulamela Local Municipality has different types of participation to allow active community participation on IDP process while 04 (8%) of the respondents disagreed with the statement. A conclusion can be drawn from the above information that most of the participants agreed at a total of 40 (80%) of the entire study population.

Table 4.19: Thulamela Local Municipality informs community members about meetings related to IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	19	38%
2	Agree	21	42%
3	No Sure	07	14%
4	Disagree	03	6%
5	Strongly Disagree	0	0%
	TOTAL	50	100%

From the table above, majority of the respondents at 21 (42%) agreed and 19 (38%) of the respondents strongly agreed that Thulamela Local Municipality informs community members about meetings related to IDP process. Seven 07 (14%) were not sure as to whether Thulamela Local Municipality informs community members about meetings related to IDP process. There were at least only 03 (6%) of the respondents who disagreed that Thulamela Local Municipality informs community members about meetings related to IDP process and there were no respondents who strongly disagreed with the statement. From the above information, it is clear that Thulamela Local Municipality informs its community members about meetings or proceedings in relation to IDP development. Thus, the municipality promotes information dissemination to its community members.

Table 4.20: All different types of participation duly represent the interests of the communities during the IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	11	22%
2	Agree	12	24%
3	No Sure	08	16%
4	Disagree	09	18%
5	Strongly Disagree	10	20%
	TOTAL	50	100%

The table above shows that of the fifty (50) respondents who participated in the study, majority of the respondents at 12 (24%) agreed and 11 (22%) strongly agreed that all different types of participation duly represent the interests of the communities during the IDP process. Ten, 10 (20%) of the respondents strongly disagree that all different types of participation duly represent the interests of the communities during the IDP process while 09 which constitutes (18%) of the respondents disagreed with the statement. There were at least 08 (16%) of the respondents who were not sure whether all different types of participation duly represent the interests of the communities during the IDP process or not. There is a slightly small gap margin in frequency between respondents that entirely agreed and disagreed. Thus, for this reason it can be concluded that the municipality has different types of participation in which communities participate through on IDP process.

Table 4.21: All stakeholders in the IDP process are equally and fairly represented

	Responses	Frequency	Percentage
1	Strongly Agree	14	28%
2	Agree	21	42%
3	No Sure	08	16%
4	Disagree	04	8%
5	Strongly Disagree	03	6%
	TOTAL	50	100%

Table 4.21 depicts that from the fifty (50) respondents who took part in the study, majority of the respondents at 21 (42%) agreed and 14 (28%) of the respondents strongly agreed that all stakeholders in the IDP process are equally and fairly represented. The respondents that disagreed that all stakeholders in the IDP process are equally and fairly represented were 04 (8%) while 03 (6%) of the respondents strongly disagreed with the statement. Eight 08 which constitute (16%) of the respondents were not sure whether all stakeholders in the IDP process are equally and fairly represented or not. The information above clearly shows that Thulamela Local Municipality ensures that all the stakeholders are fairly and equally represented during the IDP process.

4.2.2.4 Strategies that Thulamela Local Municipality can use to enhance community participation on IDP process

This theme presents the information with regard to the strategies that Thulamela Local Municipality can use to enhance community participation on IDP process. These strategies can be used with regard to how the respondents agree or disagree with. The information is presented in a tabular form, frequency and percentage.

Table 4.22: There are enough resources to capacitate community members in order to participate actively on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	0	0%
2	Agree	04	8%
3	No Sure	08	16%
4	Disagree	10	20%
5	Strongly Disagree	28	56%
	TOTAL	50	100%

From the fifty (50) respondents who participated on the study, majority of respondents at twenty-eight 28 (56%) strongly disagreed that there are enough resources to capacitate community members in order to participate actively in the IDP process while there were no respondents who strongly agreed with the statement. Ten, 10 which constitutes (20%) of the respondents disagreed and 04 which constitutes (8%) of the respondents agreed that there are enough resources to capacitate community members in order to participate actively in the IDP process. Eight 08 (16%) of the respondents were not sure whether there are enough resources to capacitate community members in order to participate actively in the IDP process or not. From the information above, it can be concluded that Thulamela Local Municipality has insufficient resources to capacitate community members in order for them to actively participate on IDP process. Resources are at the centre of municipal administration for effective service delivery. Thus, their lack could pose a major threat in improving the lives of the community members as well as promoting local democracy through participation.

Table 4.23: There is openness and transparency for community participation on IDP process

	Responses	Frequency	Percentage
1	Strongly Agree	13	26%
2	Agree	18	36%
3	No Sure	07	14%
4	Disagree	04	8%
5	Strongly Disagree	08	16%
	TOTAL	50	100%

Table 4.23 shows that majority of the respondents at 18 (32%) agreed that there is openness and transparency for community participation on IDP process while 13 (26%) of the respondents strongly agreed with the statement. Seven 07 which constitutes (14%) of the respondents were not sure whether there is openness and transparency for community participation on IDP process or not. There were 08 (16%) respondents who strongly disagreed that there is openness and transparency for community participation on IDP process while 04 (8%) of the respondents disagreed with the statement. From the information provided above, it can be concluded that there is a slightly big margin in frequency between respondents who entirely agreed at 31 (62%) and those that entirely disagreed 12 (24%). Thus, the margin could confirm the existence of openness and transparency within the municipality.

Table 4.24: Community complaints are attended to with satisfaction by the municipality

	Responses	Frequency	Percentage
1	Strongly Agree	10	20%
2	Agree	11	22%
3	No Sure	03	6%
4	Disagree	08	16%
5	Strongly Disagree	18	36%
	TOTAL	50	100%

With regard to municipality attending to the community complaints with satisfaction, the table above depicts that majority of the respondents at 18 (36%) strongly disagreed while 08 (16%) of the respondents disagreed that community complaints are attended to with satisfaction by the municipality. Table 4.24 clearly shows the statistics that 11 (22%) of the respondents agreed that community complaints are attended to with satisfaction by the municipality while 10 (20%) of the respondents strongly agreed with the statement. There were at least three 03 (6%) of the respondents who were not sure whether community complaints are attended to with satisfaction by the municipality or not. These respondents recorded the least in frequency. A conclusion can be drawn from the information provided above that community complaints are not really attended to with satisfaction by the municipality. In terms of Batho Pele principle, redress, the municipality should see to it necessary that they do attend to the community complaints and make up for their failures.

Table 2.25: Basic service delivery is done in accordance with IDP and Service Delivery and Budget Implementation (SDBIP)

	Responses	Frequency	Percentage
1	Strongly Agree	14	28%
2	Agree	21	42%
3	No Sure	08	16%
4	Disagree	04	8%
5	Strongly Disagree	03	6%
	TOTAL	50	100%

Table 2.25 shows that majority of respondents at 21 (42%) agreed that basic service delivery is done in accordance with IDP and Service Delivery and Budget Implementation (SDBIP) while 14 (28%) of the respondents strongly agreed with the statement. Statistics from the above table clearly shows that from fifty, (50) respondents who took part in the study, 08 (16%) of the respondents were not sure whether that basic service delivery is done in accordance to IDP and Service Delivery and Budget Implementation (SDBIP) or not. There were 03 (6%) of the respondents who strongly disagreed and 04 (8%) of the respondents who disagreed that basic service delivery is done in accordance to IDP and Service Delivery and Budget Implementation (SDBIP). From the information provided above, it can be concluded that

Thulamela Local Municipality renders its services to its communities according to the IDP and SDBIP.

Table 2.26: Thulamela Local Municipality ensures that communities are aware of IDP meetings

	Responses	Frequency	Percentage
1	Strongly Agree	11	22%
2	Agree	25	50%
3	No Sure	05	10%
4	Disagree	06	16%
5	Strongly Disagree	03	6%
	TOTAL	50	100%

With regard to Thulamela Local Municipality ensuring that communities are aware of the IDP meetings, the above table clearly depicts that majority of the respondents at 25 (50%) agreed that Thulamela Local Municipality ensures that communities are aware of IDP meetings while 11 (22%) of the respondents strongly agreed with the statement. From fifty (50) respondents who took part in the study, only 03 which constitutes (6%) of the respondents strongly disagreed and 06 which constitutes (12%) of the respondents disagreed that Thulamela Local Municipality ensures that communities are aware of IDP meetings. There were 05 (10%) of the respondents who were not sure Thulamela Local Municipality ensures that communities are aware of the IDP meetings or not. From the figures depicted above, it can be concluded that Thulamela Local Municipality ensures that its communities are aware of the IDP meetings.

4.3 ANALYSIS OF DATA COLLECTED THROUGH INTERVIEW SCHEDULE

This section presents data which was collected through interview schedule on the challenges militating against community participation on IDP process. The interview was conducted to answer research questions that arose from challenges militating against community participation on IDP process which are: challenges militating against community participation on IDP process in Thulamela Local Municipality; roles of community participation on IDP process; different types of community participation on IDP process in Thulamela Local Municipality; and strategies that Thulamela Local Municipality can use to enhance community participation on IDP process. The participants were interviewed individually, not as a group.

Only 10 participants from 60 study population were interviewed. The data is presented in a narrative form.

4.3.1 Question 1: What are the challenges militating against community participation on IDP process in Thulamela Local Municipality?

Participants: A

With regard to the question of, what are the challenges militating against community participation on IDP process in Thulamela Local Municipality? Participant A indicated that lack of resource is the main challenge impeding on community participation on IDP process. Most of the rural communities fail to attend IDP process because the municipality does not provide transport to them, and they cannot afford their own. Thus, for this reason, the participant believes the IDP lacks integration.

Participant: B

Participant B raised a point that the municipality does not abide by what is agreed upon during the IDP meeting when they deliver services. The participant believes the municipal neglects what the communities actually want by the delivering the needs which are documented in the IDP. Thus, IDP meetings tend to be discussing similar needs and demands every financial year which are not attended to.

Participant: C

With regard to the question of, what are the challenges militating against community participation on IDP process in Thulamela Local Municipality? Participant is of the view that community complaints are not attended to. The participant believes the municipality does not do enough to make up for their failure during service delivery. The needs and demands that are raised during the IDP meetings are not taken into consideration. Thus, this makes community participation useless.

Participant: D

Participant is worried about the misuse of power by political leaders. The participant is of the view that politicians use platforms created for the communities to engage with the municipality for them to promote their political agendas. The participant perceives IDP meetings or proceedings as campaigns for political parties to gain or retain power within the municipality. Thus, this puts a threat to the needs of the communities as they are neglected.

Participant: E

With regard to the question of, what are the challenges militating against community participation on IDP process in Thulamela Local Municipality? Participant E notices information dissemination as one of the challenges impeding on IDP process. The participant believes the municipality does not do enough to share the necessary information with its communities. The municipality shares the information about IDP meetings at a very short notice which limits the opportunity for the communities to attend and engage with the municipality.

Participant: F

Participant replied that the municipality is faced with the challenge of recurring failure to address similar needs. The participant raised the fact that IDP meetings are meant strictly for the communities to identify their needs to the municipality and the municipality should render the services accordingly. The participant has noticed the municipality failing to deliver services to cater for the needs which are often raised over and over again.

Participant: G

Participant indicated that service delivery strikes, and protests are the major challenges to the IDP process. This is so because these actions tend to be violent and the community members destroy the services provided, such as roads, schools and looting shops. This takes every stakeholder in the IDP back to the drawing board to make basic needs available to them which affects the new IDP which did not include those destroyed services.

Participant: H

With regard to the question of, what are the challenges militating against community participation on IDP process in Thulamela Local Municipality? Participant raised that the municipality fails to prioritise the needs from ward to ward. The participant believes the municipality delivers the services that favour some of the people in the wards, whereas there are wards that need to be prioritised due to the level of poverty. Thus, the participant seems to be concerned by the intentions of the municipality to eradicate poverty from poor communities. The participant perceives the municipality as neglecting underdeveloped communities over developed.

Participant: I

Participant I indicated that the municipality lacks accountability in terms of redressing the failed promises. The participant is of the view that if ever the municipality fails to deliver what is agreed upon during the IDP meetings, they should be able to account to their respective communities as to why they have failed and how are they going to address it. The participant believes that failure to account is what rises the corruption speculations and then community members lose interests in their leaders.

Participant: J

Participant J was concerned about the community members' will to actively participate in the IDP process. The participant believes community members should participate in the IDP process throughout not when they feel concerned. The lack of participation by community members is what puts community needs at risk because they shut up their voice to speak for themselves. The participant raised that IDP meeting are meant for community members to identify their needs to the municipality and if the community members do not want to take part in that particular engagement, the municipality would not be able to know nor identify what their needs and demands are.

Participant B and C raised the issue of negligence by municipality by not delivering the services which are documented in the IDP and community complaints are not attended to. Participant A indicated that lack of resource is the main challenge impeding on community participation on IDP process. Participant D indicated the misuse of power by political leaders to fulfil their political agenda. Participant E stated that municipality does not do enough to share the necessary information with its communities. Participant F replied that the municipality is failing to deliver services to cater for the needs which are often raised repeatedly. Participant G and J mentioned that community members lack the will to participate and resort service delivery protests to voice their needs. Participant H and I replied that the municipality fails to prioritise the needs from ward to ward and lack accountability in terms of making up for their failure.

4.3.2 Question 2: What are the roles of community participation on IDP process?

Participant: A

With regard to the question of, what are the roles of community participation on IDP process? Participant indicated that the main role of community participation on IDP process is to identify community needs to the municipality. The IDP meetings are the rightful and most accurate

platform for the community to identify their needs, demands and aspiration to the municipality in a formal manner. Thus, the municipality should listen to the demands of the communities and act upon the mandate to deliver them.

Participant: B

Participant B is of the view that community participation plays a big role in IDP process by ensuring accountability by the municipality. The participant believes that if the community members are given such a platform to engage with the municipality about service delivery matters, it is highly likely that the municipality will be able to account to the community in those respective IDP meetings. This is because if the municipality fails to deliver what has been agreed upon during the IDP meeting, questions will be raised in the upcoming meetings for clarity.

Participant: C

Participant C was of the view that community participation on IDP process promotes local democracy. Democracy is said to be the government of the people by the people for the people. Thus, when the community members are given an opportunity to participate in the IDP process they are actually promoting democracy at a local level. This is so because community members become the main player during the IDP process mandating the municipality on what they need, how should that be delivered, and when it should be done. The participant believes this opportunity is allowing the community members to exercise their democratic right to receive basic services due to them.

Participant: D

Participant D indicated that community participation on IDP process gives the community members opportunity to ensure openness and transparency within the municipal administration. If the communities are actively involved in the process of developing the IDP, the participant believes it will strengthen openness and transparency because the municipality and the community will be working together. Openness and transparency give opportunity to the community members to know the municipality's intentions on how they want to deliver services, and if those services will be delivered in accordance to the needs raised by the communities during the IDP process.

Participant: E

Participant believes giving the community members an opportunity to participate on IDP process will help the municipality prioritise the needs of the communities from ward to ward. The participant raised that communities identify a bulk of needs to the municipality, but because the municipality cannot afford to deliver all the raised needs to each ward the municipality must deliver those needs in terms of prioritization. The level of priority will be raised by the community members during the IDP meetings.

Participant: F

Participant F is of the belief that if community members strongly participate in the IDP process it will result into having a good working relationship between the municipality and its community members. The role of community participation on IDP process is not narrowed to identifying the needs of the community to the municipality only, but also to ensure that the municipality works along with its community members. According to the participant, if a good working relationship is achieved, there will be an improvement in service delivery.

Participant: G

Participant G did not hold back when he raised that an active community participation on the IDP process limits a room for corruption. The participant believes that if community members are willing to engage with the municipality in terms of the service delivery matters through IDP, it will ensure that municipal officials do not deviate from the legal formal duties, which is to fulfil the mandate raised by the community members during IDP meetings, for their own personal gain. According to the participant, having community members in the picture is very crucial in a manner that no municipal official will risk it and engage in corrupt actives if the eye of the community is watching. Thus, corruption persists when there is no active community participation by the community members in their municipality.

Participant: H

With regard to the question of, what are the roles of community participation on IDP process? Participant H was of the view that the role of community participation on IDP process is to get a correct reflection on the perception that stakeholders are receiving in terms of the services that the government is rendering.

Participant: I

Participant I indicated that one of the major roles of community participation on IDP process is to bring government closer to the people. The participant believes it creates an improved climate for future service delivery actions. It creates localised improved partnership and participation which is the building block of modernisation, and also identify values, interests and concerns about decisions taken.

Participant: J

Participant J was also of the view that community participation on IDP process is meant for community members to raise their needs, demands and aspirations. According to the participant, this helps the municipality to deliver community wishes and also to prioritise community's basic needs in accordance to the IDP. For this reason, the municipality will be able to deliver accurate services to its communities. The participant also indicated that active community participation on IDP process plays a major role in bringing solidarity among community members for their respective community development.

Participant A and J mentioned that community participation on IDP process is meant for community members to identify their needs, demands and aspirations. Participant B and D replied that community participation plays a big role in IDP process by ensuring accountability, openness and transparency by the municipality. Participant C, F and I mentioned that community participation on IDP process promotes local democracy by bringing government closer to the people so that there will be a good working relationship between the municipality and its community members. Participant E replied that giving the community members an opportunity to participate on IDP process will help the municipality prioritise the needs of the communities from ward to ward. Participant G mentioned that community participation on IDP process ensures that no municipal official will risk it and engage in corrupt actives if the eye of the community is watching. Participant H replied that the role of community participation on IDP process is to get a correct reflection on the perception that stakeholders are receiving in terms of the services that the government is rendering.

4.3.3 Question 3: What are the different types of community participation on IDP process in Thulamela Local Municipality?

Participant: A

Participant A indicated the types of community participation on IDP process in Thulamela Local Municipality are; *Imbizo*, Mayor Tihosi Mahosi Traditional Leader Forum, IDP consultation meetings, Pastors Forum, Disaster Forum, Gender Forum, Moral Regeneration Forum, Youth Forum and people living with disability forum.

Participant: B

Participant B mentioned types of community participation on IDP process found in Thulamela Local Municipality as; Mayoral *Imbizo*, IDP Representative Forum, Traditional Councils, roadshows, Nodal point visits, Youth Forum and people living with disability forum.

Participant: C

Participant C replied that there are Mayoral *Imbizo*, Mayoral Outreach Programmes, Tribal Authority visits, IDP consultation meetings, Revenue Collection Enhancement Campaign, Mayor Tihosi Mahosi Traditional Forum, and Disaster Management Awareness Campaign.

Participant: D

Participant D indicated that the types of community participation on IDP process found in Thulamela Local Municipality are mayoral Tihosi Mahosi Traditional Forum, IDP consultation meetings, Mayoral *Imbizo*, and Pastors Forum.

Participant: E

Participant E listed the different types of participation that enables the community to participate in the IDP process as Mayoral *Imbizo*, IDP Representative Forum, Traditional Councils, roadshows, Nodal point visits, Youth Forum and people living with disability forum.

Participant: F

Participant F indicated Extended Council Meetings, Mayoral Outreach Programmes, Tribal Authority visits, IDP consultation meetings, Revenue Collection Enhancement Campaign, Mayor Tihosi Mahosi Traditional Forum, and Disaster Management Awareness Campaign.

Participant: G

Participant G pointed out at; Mayoral Imbizo, IDP Representative Forum, Traditional Councils, roadshows, Nodal point visits, Youth Forum and people living with disability forum as the different types of participation that are found in Thulamela Local Municipality that enables community members to take part in the IDP process.

Participant: H

With regard to the question of, what types of community participation are found in Thulamela Local Municipality? Participant H listed the types of community participation on IDP process found in Thulamela Local Municipality are mayoral Tihosi Mahosi Traditional Forum, IDP consultation meetings, Mayoral Imbizo, and Pastors Forum.

Participant: I

Participant I replied that the types of community participation on IDP process found in Thulamela Local Municipality are Mayoral Tihosi Mahosi Traditional Forum, IDP consultation meetings, Mayoral Imbizo, and Pastors Forum.

Participant: J

Participant J replied that; Mayoral Imbizo, IDP Representative Forum, Traditional Councils, roadshows, Nodal point visits, Youth Forum and people living with disability forum are the different types of participation that give opportunity to the community members to participate in the IDP process.

Participants indicated the types of community participation on IDP process in Thulamela Local Municipality are: Disaster Management Awareness Campaign, Extended Council Meetings, Gender Forum, IDP consultation meetings, Imbizo, Mayor Tihosi Mahosi Traditional Forum Mayoral Imbizo, Mayoral Outreach Programmes, Moral Regeneration Forum, Nodal point visits, Pastors Forum, Revenue Collection Enhancement Campaign, Roadshows, Traditional Councils Tribal Authority visits, Youth Forum and people living with disability forum.

4.3.4 Question 4: What are the strategies that Thulamela Local Municipality can use to enhance community participation on IDP process?

Participant: A

In response to the question of, what are the strategies that can be used to enhance community participation on IDP process in Thulamela Local Municipality? Participant A believes that, in a quest to improve community participation on IDP process, municipality must take a full responsibility to enhance community participation. Participant stated that the municipality must respect the wishes of the community members by implementing much more of what has been agreed upon during IDP meetings. If any adjustment is required, the municipality should consult with its community members. The participant is of the belief that this will enable community members to gain more trust from the municipality which will result in them having a will to participate in municipal affairs, particularly IDP process

Participant: B

Participant B is of the view that if the municipality intends to improve community participation on IDP process, its community members should take a share of responsibility. As communities are in the forefront of community participation, they should see to it necessary that they develop or form programmes to enhance community participation in respect of their democratic right to do so. The participant shared the opinion that community members need to participate in IDP process throughout not only when they feel concerned to do so. Thus, community members should perceive community participation as a responsibility than as a choice, so as to develop their respective communities.

Participant: C

Participant C is of the view that if the municipality wants to improve community participation on IDP process, the municipality should firstly improve the manner in which they disseminate information to its community members with regard to IDP process. The participant feels that if the municipality sends out invitations for IDP attendance, it should be done in time and through the effective means of communication such as cell phone call, internet, newspaper, radio and any form of social media. This is so because sending out invitations late will always lead to little number of participations.

Participant: D

Participant D raised the point for the municipality to be able to improve community participation on IDP process, the municipality should create ward clusters. The ward clusters refer to grouping the community wards which are close to each other in a small group. The participant believes that if IDP meetings are called by ward cluster, rather than the entire municipality, it will enable community members to attend because they will be travelling short distance. Not only is the distance that the community will benefit, but also decentralisation of community needs for effective attention by the municipality

Participant: E

Participant E was strictly concerned about the outcome of the IDP process, which is the IDP document where community needs are documented. The participant clearly responded that if community participation in IDP process is to be improved in Thulamela Local Municipality, the municipality should set a specific time-frame on when are they going to start with the projects to attend to the needs of the communities. This will enable both the municipality and its community members, if the projects failed to be delivered within the specific period, to engage on strategies on how to address such a failure. By so doing, the participant believes that there will be a good working relationship between the municipality and its community members.

Participant: F

Participant F was of the view that community participation can be enhanced through the municipality valuing community participation on IDP process. The participant raised that, as the community members are in the forefront of participation on the IDP process, municipality should treat IDP meetings as a democratic platform to make decisions. Municipality should grant the opportunity to the members of the community to democratically participate in decision making in IDP process than endorsing decisions which are already taken. Thus, the participant feels that the municipality should abide by the higher laws of the country and allow community members to make decision for themselves.

Participant: G

The participant stated that ward committees are often dominated by political party activists, sometimes almost becoming adjuncts to party structures or sites of contestation between political factions, instead of representing the diversity of civil society interests in the ward community that they are meant to. The participant replied that as ward committees are the main channel of participation on IDP process by the community members, ward committees

should serve as mediators between the municipality and their community members than being a platform for political contestation. Thus, ward committees should be moderated as to what extent do they serve the interests of the communities. This can be achieved through a refined ward committee to deepen democracy.

Participant: H

The participant indicated that, as people often participate through interest groups or pressure groups and civic associations at the grassroots level, to improve community participation on IDP process we should target these groups which enable people to take part in municipal affairs. Interest or pressure groups seek to influence public policy in their own chosen direction. As for civic associations, this is central to community participation, since they have been central players in establishing tradition of activism in civil society. The participant is confident that if we target the means in which people participate or influential people within the community it would be easy for members of the community to gain the will to participate.

Participant: I

The participant indicated that for the community members to actively participate in the IDP process, they need to be provided sufficient information about community participation. Thus, it must be the responsibility of the municipality to disseminate relevant information with regard to participation to its community members, and community members should also take a share of responsibility to consult with the municipality to gain access to information. The participant believes that other than any other reason, community members should know that it is their democratic right to take part in municipal affairs. Relevant information dissemination will enable community members to know what matters they should participate in, even though every governmental affair concerns them. Thus, campaigns aimed at educating community members about community participation should be formed.

Participant: J

The participant believes that in order to improve community participation in IDP process in Thulamela Local Municipality, the frequency of the IDP meetings must be timeously often. Participant stated that instead of meeting once or twice a year, community members could meet once in three months to discuss IDP related matters. By so doing, the participant believes this meeting frequency will enable the municipality to account and to give report on matters discussed in a previous meeting within the reasonable time period. The more the municipality meets its community members the more they will take their views into consideration.

Participant A and E replied that, in a quest to improve community participation on IDP process, municipality must respect the wishes of the community members by implementing much more of what has been agreed upon during IDP meetings and set a specific time-frame on when are they going to start with the projects to attend to the needs of the communities. Participant B, D and H replied that the municipality should create ward clusters and community members should see to it necessary that they develop or form programmes such as Interest or pressure groups to enhance community participation in respect of their democratic right to do so. Participant C and I mentioned that the municipality should firstly improve the manner in which they disseminate information to its community members with regard to IDP process and need to be provided sufficient information. Participant F and J replied that community participation can be enhanced if the frequency of the IDP meetings be timeously often and the municipality values community participation on IDP process. Participant G mentioned that ward committees should serve as mediators between the municipality and their community members than being a platform for political contestation.

4.4 CONCLUSION

In this chapter, the focus was on data presentation, analysis and interpretation. The analysis and interpretation were based on the questionnaires completed by the community members, municipal officials, ward committee members and traditional leaders. Data obtained from the respondents through questionnaire was analysed and interpreted in tabular format. Information collected through interview was also presented through a narrative form. The participants who took part in the interview were those that were believed to be information reach participants due to their responsibilities within the community or what they do on a daily basis. The researcher took into account the research ethic mentioned in chapter 3 which is the right to privacy by not revealing the identities of the participants. The names of the respondents or participants were replaced by alphabetical letters to ensure anonymity. The main idea was to find out from the respondents the challenges militating against community participation on IDP process in Thulamela Local Municipality.

CHAPTER 5

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter concludes the research by presenting the major findings of the study, and recommendations that are brought forward as strategies that can be applied by Thulamela Local Municipality to address the challenges militating against community participation in IDP process. In order to realise the objectives of the research, findings, recommendations and conclusions will be made.

5.2 MAJOR FINDINGS OF THE STUDY

The section presents major findings which arose from the research objectives of the study which are; challenges militating against community participation on IDP process in Thulamela Local Municipality; the roles of community participation on IDP process; types of community participation which are found in Thulamela Local Municipality; and strategies that can be used to enhance community participation on IDP process in Thulamela Local Municipality.

5.2.1 Major findings on the challenges militating against community participation on IDP process in Thulamela Local Municipality

The first objective of the study sought to describe challenges militating against community participation on IDP process in Thulamela Local Municipality, and the study found out that 38 (76%) of the respondents agreed that community members actively participate on IDP process. This is an indication that community members of Thulamela Local Municipality actively participate on IDP process. The study found out that 38 (76%) of the respondents disagreed that the municipality has enough resources to promote community participation on IDP process. This is an indication that the municipality should embark on a journey to raise funds either from other government sectors and/or private sectors. The study revealed that community members are willing to attend IDP process proceedings because majority of the respondents at 32 (64%) in the study agreed with the statement. This is a clear indication that community members of Thulamela Local Municipality are willing to participate on IDP process.

The study findings revealed that at a total of 35 which constitute 70% of the respondents were in support of the statement that traditional leaders are actively involved in the issues of community participation on IDP process. Traditional leaders play a vital role, especially in local communities, in service delivery issues in their communities to bring forth development in their respective communities. The researcher found out that municipal officials encourage

community members to participate on IDP process because 34 (64%) of the respondents in the study agreed with the statement. This is a clear indication that municipal officials are well equipped with skills to deliver effective and efficient services to the people. The researcher discovered that majority of respondents at 30 which constitute 60% agreed that community leaders influence their community members to participate on IDP process. This clearly indicates that community leaders play their influential role in their respective communities.

From the interviews that were conducted to describe challenges militating against community participation on IDP process in Thulamela Local Municipality, the study findings revealed that the participants who took part in the study pointed out that there are challenges militating community participation on IDP process in Thulamela Local Municipality. The researcher found out that the municipality does not abide by what has been agreed upon during the IDP meeting when they deliver services. The study findings revealed that community complaints are not attended to. The study discovered that the misuse of power by political leaders to use platforms created for the communities to engage with the municipality for them to promote their political agendas. The researcher discovered that the municipality does not do enough to share the necessary information with its communities. It was found out that the municipality is faced with the challenge of recurring failure to address similar needs. The researcher found out that service delivery strikes, and protests are the major challenge to the IDP process. The research findings revealed that the municipality fail to prioritise the needs from ward to ward. The study found out that the municipality lacks accountability in terms of redressing the failed promises.

5.2.2 Major findings on the roles of community participation on IDP process

The second objective of the study sought to identify the roles of community participation on IDP process, and the researcher found out that the majority of the respondents at 45 which constitutes 90% agreed that active community participation on IDP process plays an important role in the improvement of the basic service delivery. This clearly shows that if community members actively participate on the IDP process, there will be an improvement in the delivery of basic services. The study discovered that majority of the respondents at 33 which constitutes 66% agreed that community members perceive community participation on IDP process as important to improve basic service delivery. This perception of the community members is what stimulates their will to actively participate on the IDP process because they believe service delivery of the basic needs will surely be improved.

The study findings revealed that all respondents who agreed and disagreed that Thulamela Local Municipality values community participation by its communities on IDP process were equal at 22 which constitutes 44%. Thus, it could not be decided as to whether Thulamela

Local Municipality values community participation by its community members or not. For this reason, Thulamela Local Municipality needs to improve how they value community participation. It was found, by the researcher, that majority of the respondents at 31 which constitutes 62% of the respondents in the study agreed that Thulamela Local Municipality informs community members about the importance of participating on IDP process. This indicates that Thulamela Local Municipality promotes Batho Pele principles and disseminate relevant information to the people. The researcher found out that lack of community participation on IDP process results in ineffective service delivery because majority of the respondents at 40 which constitutes 80% of the respondents in the study agreed with the statement. This clearly shows that if community members do not participate in the IDP process there would be ineffective service delivery.

From the interviews that were conducted to identify the roles of community participation on IDP process in Thulamela Local Municipality, the researcher found out different roles played by community participation on IDP process in Thulamela Local Municipality. The study findings revealed that the role of community participation on IDP process is to identify community needs to the municipality. The researcher found another role of community participation on IDP process as to ensure accountability by the municipality. The research findings revealed the role of community participation on IDP process as to promote local democracy. The researcher found out that the role of community participation on IDP process is to give the community members opportunity to ensure openness and transparency within the municipal administration. The study discovered that the role of community participation on IDP process is to help the municipality prioritise the needs of the communities from ward to ward. The study found out that the role of community participation on IDP process is to improve a good working relationship between the municipality and its community members. It was discovered that the role of community participation on IDP process is to limit a room for corruption. The researcher discovered the role of community participation in IDP process as to get a correct reflection on the perception that stakeholders are receiving in terms of the services that the government is rendering. The researcher found out that bringing government closer to the people is one of the roles of community participation in IDP process. The research findings revealed that the role of community participation in IDP process is to help the municipality to deliver community wishes and also to prioritise community basic needs in accordance to the IDP.

5.2.3 Major findings on the different types of community participation on the IDP process in Thulamela Local Municipality

The third objective of the study sought to identify the different types of community participation on the IDP process in Thulamela Local Municipality, and the researcher found out that majority of the respondents at 35 which constitute 70% of the respondents in the study agreed that community members are well informed about different types of participation on IDP process. This shows that community members in Thulamela Local Municipality are well informed about different types of participation on IDP process. It was discovered, by the researcher, that majority of the respondents at 40 which constitute 80% of the respondents in the study agreed that Thulamela Local Municipality has different types of participation to allow active community participation on IDP process. This clearly shows that Thulamela Local Municipality gives its community members access to different types of participation for them to be able to actively participate on IDP process.

The study findings revealed that Thulamela Local Municipality informs community members about meetings related to IDP process because majority of the respondents at 40 (80%) agreed with the statement. This indicates that community members in Thulamela Local Municipality are well informed about the meetings related to IDP process. The researcher discovered that majority of the respondents at 23 which constitute 46% of the respondents in the study agreed that all different types of participation duly represent the interests of the communities during the IDP process. This indicates that Thulamela Local Municipality ensures that all different types of participation dully represent the interests of the communities during the IDP process. The research findings revealed that all stakeholders in the IDP process are equally and fairly represented because majority of the respondents at 35 which constitute 70% of the respondents in the study supported the statement. This is an indication that in Thulamela Local Municipality, all the stakeholders in the IDP process are equally and fairly represented.

From the interviews that were conducted to identify the different types of community participation on the IDP process in Thulamela Local Municipality, the researcher found out that there are many different types of community participation on IDP process which are found in Thulamela Local municipality. The study findings revealed *Imbizo* is one of the types of community participation on the IDP process. The researcher identified Mayor Tihosi Mahosi Traditional Leader Forum as another type of community participation in IDP process. The study discovered IDP consultation meetings as one of the types of community participation on the IDP process. The researcher discovered Pastors' Forum as another type of community participation on IDP process. The study found out Disaster Forum, Gender Forum as another

type of community participation on IDP process. The research findings revealed that Moral Regeneration Forum is one of the types of community participation on IDP process. The study found out Youth Forum as one of the types of community participation on the IDP process. The research findings also discovered People living with disability forum, roadshows, Nodal point visits, Mayoral *Imbizo*, Mayoral Outreach Programmes, Tribal Authority visits, and Revenue Collection Enhancement Campaign as another types of community participation on IDP process.

5.2.4 Major findings on the strategies that Thulamela Local Municipality can use to enhance community participation on IDP process

The fourth objective of the study sought to determine the strategies that Thulamela Local Municipality can use to enhance community participation on IDP process, and the researcher found out that majority of the respondents at 38 which constitute 76% of the respondents in the study disagreed that there are enough resources to capacitate community members in order to participate actively on IDP process. This is an indication that Thulamela Local Municipality needs to embark on a journey to raise funds either from other government sectors and/or private sectors. The researcher found out that there is openness and transparency for community participation on IDP process because majority of the respondents at 31 (62%) agreed with the statement. Batho Pele principle of openness and transparency is promoted in Thulamela Local Municipality to ensure that community participation on IDP process takes place.

The research findings revealed that majority of the respondents at 26 which constitute 52% of the respondents in the study disagreed that community complaints are attended to with satisfaction by the municipality. This indicates that the municipality needs to improve in terms of attending the community's complaints with satisfaction. It was found, by the researcher, that majority of the respondents at 35 which constitute 70% the respondents in the study agreed that basic service delivery is done in accordance with IDP and Service Delivery and Budget Implementation (SDBIP). This shows that Thulamela Local Municipality intends to improve community participation on IDP process by delivering the basic services in accordance to the IDP and SDBIP. The study found out that Thulamela Local Municipality ensures that communities are aware of IDP meetings because majority of the respondents at 36 (72%) agreed with the statement. This indicates that Thulamela Local Municipality ensures that its communities are aware of the IDP process meetings.

From the interviews that were conducted to determine the strategies that Thulamela Local Municipality can use to enhance community participation on IDP process, researcher found out that there is a lot that needs to be done in order to enhance community participation on

IDP process in Thulamela Local Municipality. The researcher found out that the municipality must respect the wishes of the community members by implementing much more of what has been agreed upon during IDP meetings. Research findings revealed that community members should see to it necessary that they develop or form programmes to enhance community participation in respect of their democratic right to do so. The study discovered that municipality should firstly improve the manner in which they disseminate information to its community members with regard to IDP process. The researcher found out that the municipality should create ward clusters.

The research findings suggested that the municipality should set a specific time-frame on when are they going to start with the projects to attend to the needs of the communities to enhance community participation on IDP process. The researcher found that the strategy to enhance community participation on IDP process, the municipality should treat IDP meetings as a democratic platform to make decisions. The research findings suggested that ward committees should serve as a mediator between the municipality and its community members than being a platform for political contestation. The study discovered that to enhance community participation on IDP process there is a need to target those groups which enable people to take part in municipal affairs such civic organizations. The research findings suggested that community members be provided with sufficient information about community participation. The researcher discovered that the frequency of the IDP meetings be often to enhance community participation on IDP process.

5.3 SYNTHESIS OF THE STUDY

The most important findings of this study research can be summarised as follows:

- Community members of Thulamela Local Municipality actively participate on the IDP process
- Municipality does not have enough resources to promote community participation on IDP process
- Community members are willing to attend IDP process proceedings
- Traditional leaders are actively involved in the issues of community participation on IDP process
- Municipal officials encourage community members to participate on IDP process
- Community leaders influence their community members to participate on IDP process
- Active community participation on IDP process plays an important role in the improvement of basic service delivery

- Majority of community members perceive community participation in IDP process as important to improve basic service delivery
- Municipality needs to improve in terms of valuing community participation in IDP process by its communities
- Municipality informs community members about the importance of participating in municipal affairs
- Poor community participation needs to be avoided for effective service delivery
- Most community members are well informed about different types of participation in IDP process
- Municipality has different types of participation to allow active community participation in IDP process
- Municipality informs community members about meetings related to IDP process
- Different types of participation do not really duly represent the interests of the communities during the IDP process
- All stakeholders in the IDP process are equally and fairly represented
- There are no enough resources to capacitate community members in order to participate actively in the IDP process
- There is openness and transparency for participation in the municipal affairs
- Community complaints are not attended to with satisfaction by the municipality
- Basic service delivery is done in accordance to IDP and Service Delivery and Budget Implementation (SDBIP)
- Municipality ensures that communities are aware of IDP meetings

5.4 RECOMMENDATION OF THE STUDY

The section presents recommendations of the study which are based on the findings of the study from the challenges militating against community participation on IDP process in Thulamela Local Municipality; the roles of community participation on IDP process; types of community participation which are found in Thulamela Local Municipality; and strategies that can be used to enhance community participation on IDP process in Thulamela Local.

5.4.1 Recommendations on the challenges militating against community participation on IDP process in Thulamela Local Municipality

The researcher recommends that community members should take a share of responsibility to actively participate on IDP process. Thus, the community members should see to it necessary that they strive to make community participation on IDP process fashionable. The

study recommends that the municipality should embark on a journey to raise funds either from other government sectors and/or private sectors to promote community participation in IDP process. Resources are at the centre of municipal administration, thus making them available will enhance community participation in IDP process. Community members should be willing to attend IDP process proceedings. At the centre of community participation is the community members, thus the municipality needs to stimulate community members' will to be able to attend IDP process proceedings.

The study recommends that that traditional leaders should be actively involved in the issues of community participation in IDP process. Traditional leaders play a vital role, especially in local communities, in service delivery issues in their communities to bring forth development in their respective communities. The researcher recommends that municipal officials should encourage community members to participate on IDP process because. Municipal officials need to be equipped with necessary skills to be able to play the courageous role to the community members to able to participate in IDP process. The research study recommends that community leaders should influence their community members to participate in IDP process. Community leaders are people of influence and if they can turn their influence on the community members to participate in IDP process, community members are more likely to be influenced.

The research study recommends that the municipality should abide by what has been agreed upon during the IDP meeting when they deliver services. The study recommends that community complaints should be attended to. The researcher recommends that the misuse of power by political leaders to use platforms created for the communities to engage with the municipality for them to promote their political agendas should prevented. The study recommends that the municipality should do enough to share the necessary information with its communities. The research study recommends that the municipality should address the recurring failure of similar needs. The researcher recommends that service delivery strikes, and protests as the major challenge to the IDP process should be prevented. The research study recommends that the municipality should be able to prioritise the needs from ward to ward. The study also recommends that the municipality should be accountable in terms of redressing the failed promises.

5.4.2 Recommendations on the roles of community participation on IDP process

The researcher recommends that there should be active community participation in IDP process because it plays an important role in the improvement of the basic service delivery. Community participation in IDP process needs to be active for the basic service delivery to be

improved. The research study recommends that community members should perceive community participation in IDP process as important to improve basic service delivery. This perception of the community members is what stimulates their will to actively participate in IDP process because they believe service delivery of the basic needs will surely be improved.

The research recommends that Thulamela Local Municipality should value community participation by its communities in IDP process. Community members would enjoy participation if their participation is valued. The researcher recommends that Thulamela Local Municipality should inform community members about the importance of participating in IDP process. It is for this reason that community members will understand the need to participate in IDP process. The study recommends that lack of community participation in IDP process should be prevented because it results in ineffective service delivery. If community members do not participate in the IDP process, there would be no effective service delivery.

The study recommends that the role of community participation in IDP process should be to identify community needs to the municipality. The researcher recommends that the role of community participation in IDP process should also be to ensure accountability by the municipality. The research study recommends that the role of community participation in IDP process should be to promote local democracy. The researcher recommends that the role of community participation in IDP process should be to give the community members opportunity to ensure openness and transparency within the municipal administration. The study recommends that the role of community participation in IDP process should be to help the municipality prioritise the needs of the communities from ward to ward. The study recommends that the role of community participation in IDP process should be to improve a good working relationship between the municipality and its community members. It is recommended that the role of community participation in IDP process should be to limit a room for corruption. The researcher recommends the role of community participation in IDP process should be to get a correct reflection in the perception that stakeholders are receiving in terms of the services that the government is rendering. The researcher recommends that bringing government closer to the people should be one of the roles of community participation in IDP process. The research study recommends that the role of community participation in IDP process should be to help the municipality to deliver community wishes and also to prioritise community basic needs in accordance to the IDP.

5.4.3 Recommendations on the different types of community participation on the IDP process in Thulamela Local Municipality

The researcher recommends that community members should be well informed about different types of participation in IDP process. It is the responsibility of the municipality to inform community members about different types of community participation that they can use to participate in IDP process. The research study recommends that Thulamela Local Municipality should have different types of participation to allow active community participation in IDP process. Having many different types of participation will enable community members to participate in IDP process through their favourable type. The research recommends that Thulamela Local Municipality should inform community members about meetings related to IDP process. Informing community members about meetings related to IDP process will give the community members an opportunity to participate on IDP process.

The researcher recommends that all different types of participation should duly represent the interests of the communities during the IDP process. The IDP process should intend to incorporate the needs of all stakeholders to be able render effective services to such stakeholders. If any adjustment is required, the municipality should consult with its stakeholder. The research study recommends that all stakeholders in the IDP process should be equally and fairly represented. There should be no stakeholders which are less represented or more represented than others. The municipality should ensure that it does not favour other stakeholders than the others. This will give all the stakeholders a fair share of opportunity to participate on IDP process.

The study recommends *Imbizo* as one of the types of community participation in the IDP process. The researcher recommends Mayor Tihosi Mahosi Traditional Leader Forum as another type of community participation on IDP process. The study recommends IDP consultation meetings as one of the types of community participation in the IDP process. The researcher recommends Pastors' Forum as another type of community participation in IDP process. The research study recommends Disaster Forum, Gender Forum as another type of community participation in IDP process. The research recommends that Moral Regeneration Forum is one of the types of community participation on IDP process. The study recommends Youth Forum as one of the types of community participation in the IDP process. The research study recommends People living with disability forum, roadshows, Nodal point visits, Mayoral *Imbizo*, Mayoral Outreach Programmes, Tribal Authority visits, and Revenue Collection Enhancement Campaign as other types of community participation on IDP process.

5.4.4 Recommendations on the strategies that can be used to enhance community participation on IDP process in Thulamela Local Municipality

The researcher recommends that the municipality should make enough resources to capacitate community members in order to participate actively in IDP process available. The municipality should embark on a journey to raise funds either from other government sectors and/or private sectors. The research study recommends that there should be openness and transparency for community participation in IDP process. Batho Pele principle of openness and transparency should be promoted in Thulamela Local Municipality to ensure that community participation in IDP process takes place. The study recommends that community complaints should be attended to with satisfaction by the municipality. The municipality needs to improve in terms of attending the community complaints with satisfaction. If community complaints are attended to with satisfaction, it will enable the municipality to redress the failed promises on IDP.

It is recommended, by the researcher, that basic service delivery should be done in accordance with IDP and Service Delivery and Budget Implementation (SDBIP). Thulamela Local Municipality should see to it necessary to improve community participation in IDP process by delivering the basic services in accordance to the IDP and SDBIP. Delivering the basic needs accordingly, will give faith to the community members that their participation is not in vain. The research study recommends that Thulamela Local Municipality should ensure that communities are aware of IDP meetings. It is the responsibility of the municipality to make sure that community members are aware of the IDP meetings so that they will be able to attend in numbers.

The researcher recommends that the municipality must respect the wishes of the community members by implementing much more of what has been agreed upon during IDP meetings. Research study recommends that community members should see to it necessary that they develop or form programmes to enhance community participation in respect of their democratic right to do so. The study recommends that municipality should firstly improve the manner in which they disseminate information to its community members with regard to IDP process. The researcher recommends that the municipality should create ward clusters.

The research recommends that the municipality should set a specific time-frame on when are they going to start with the projects to attend to the needs of the communities to enhance community participation in IDP process. The researcher recommends the strategy to enhance community participation in IDP process, the municipality should treat IDP meetings as a democratic platform to make decisions. The research recommends that ward committees should serve as a mediator between the municipality and its community members than being

a platform for political contestation. The study recommends that to enhance community participation in IDP process there is a need to target those groups which enable people to take part in municipal affairs such as civic organizations. The research study recommends that community members be provided sufficient information about community participation. The researcher recommends that the frequency of the IDP meetings be often to enhance community participation on IDP process.

5.5 RECOMMENDATION FOR FUTURE STUDY

The aim of the study was to investigate challenges militating against community participation in IDP process in Thulamela Local Municipality. The study was conducted within the jurisdiction of Thulamela Local Municipality in Vhembe District and not any other municipality. The researcher recommends that similar research should be conducted in other municipalities to get more information about challenges militating against community participation in IDP process.

5.6 CONCLUSION

The study focussed on the challenges militating against community participation on the Integrated Development Plan (IDP) process in Thulamela Local Municipality (TLM) and to find strategies to be used to enhance community participation in Integrated Development Plan. The study was based on matters of community participation and IDP in order to find out how community participation in the municipalities can influence the planning process in an integrated manner. The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) mandates local government to encourage the involvement of communities and community organisations in the matters of local government. IDP is the rightful platform to fulfil the aforementioned mandate in the local government.

The study found that the majority of community members do participate in IDP process and there are some of the community members who are still unaware of the importance of participation. In addition, inaccessibility to relevant information with regard to community participation in IDP process by the community members deprives some of the community members to actively participate in the IDP process. The findings of the study are satisfying that community members in Thulamela Local Municipality feel included in the matters of local government.

In this study, the researcher made use of mixed research method where both qualitative and quantitative research methods were used. The research is qualitative in nature, but the quantitative method was also used in data interpretation, because data to be collected was

based on the views and opinions of a large number of respondents and the analysis of results based on statistical significance. The researcher used the non-probability sampling and its subtype purposive sampling method to select the participants in this study.

Community participation is a complex process with many challenges faced by rural communities. For this reason, the way in which these challenges could be most effectively addressed is by bringing municipality and its community members together. All the recommendations made in this study require a good working relationship between the municipality and its community to take a share of responsibility to enhance community participation in IDP process.

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RESEARCH PROPOSAL APPROVAL LETTER

UNIVERSITY OF VENDA

OFFICE OF THE DEPUTY VICE-CHANCELLOR: ACADEMIC

TO : MR/MS R. NDOU
SCHOOL OF MANAGEMENT SCIENCES
FROM: SENIOR PROFESSOR L.B KHOZA
DEPUTY VICE-CHANCELLOR: ACADEMIC
DATE : 12 JUNE 2018

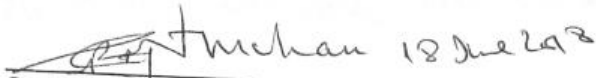
DECISIONS TAKEN BY UHDC OF 12th JUNE 2018

Application for approval of Master's research proposal in Management Sciences: R. Ndou (11620547)

Topic: "Challenges militating against Community Participation in the Integrated Development Plan Process in Thulamela Local Municipality."

Supervisor	UNIVEN	Prof. M.P Khwashamba
Co-supervisor	TUT	Dr. E. Mahole

UHDC approved Master's proposal

1 
Senior Professor L.B. Khoza
ACTING DEPUTY VICE-CHANCELLOR: ACADEMIC

ETHICAL CLEARANCE CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:

Mr R Ndou

Student No:

11620547

PROJECT TITLE: Challenges militating against Community Participation on the Integrated Development Plan Process in Thulamela Local Municipality.

PROJECT NO: SMS/18/PDN/03/2010

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Prof MP Khwashaba	University of Venda	Supervisor
Dr E Mahole	TUT	Co - Supervisor
Mr R Ndou	University of Venda	Investigator - Student

ISSUED BY:

UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE

Date Considered: October 2018

Decision by Ethical Clearance Committee Granted

Signature of Chairperson of the Committee: 

Name of the Chairperson of the Committee: Senior Prof. G.E. Ekosse



University of Venda

PRIVATE BAG X5050, THOHOYANDOU, 0950, LIMPOPO PROVINCE, SOUTH AFRICA
TELEPHONE (015) 962 8504/8313 FAX (015) 962 9060

"A quality driven financially sustainable, rural-based Comprehensive University"



RESEARCH PERMISSION LETTER FROM UNIVERSITY OF VENDA

SCHOOL OF MANAGEMENT SCIENCES
OFFICE OF THE DEAN

To : Municipal Manager
: Tribal Authority
: Ward Council

16 October 2018

REQUEST FOR PERMISSION TO COLLECT INFORMATION FOR
STUDIES OF MR. R NDOU - STUDENT NUMBER: 11620547.

The above matter refers.

We hereby wish to confirm that Mr. Ndou R (Student No.: 11620547), a registered Master of Administration (MADMIN) student at the University of Venda is researching on the following topic: "Challenges Militating against Community Participation on the Integrated Development Plan Process in Thulamela Local municipality". In order for him to complete his studies, we request your Municipality/Institution to provide him with the information that he might need for his study project. As an Institution of Higher Learning, we believe that the research he is undertaking will yield the results that might also assist your Municipality/Institution. We therefore encourage your Municipality/Institution to assist him with the necessary information that will be collected through questionnaires and interviews. We undertakes that the information that will be provided to him will be solely used for this study.

We hope that you find this to be in order and therefore, anticipate your assistance. If any queries, please feel free to contact me at Cell: 073 644 6301/2 or Email: Ephraim.Mahole@univen.ac.za



Dr. E Mahole

Co-Supervisor: Department of Public and Development Administration
School: Management Sciences

University of Venda

Cell: 073 644 6301/2

Tel: 015 962 8145


Email: Ephraim.Mahole@univen.ac.za or emahole@gmail.com



University of Venda

SCHOOL OF MANAGEMENT SCIENCES
DEPARTMENT OF PUBLIC AND DEVELOPMENT ADMINISTRATION
PRIVATE BAG 35090, THOTHOTANDOU, 0950,
SOUTH AFRICA
TELEPHONE: (015) 962 8145
E-MAIL: Ephraim.Mahole@univen.ac.za / emahole@gmail.com

ACCEPTANCE LETTER FROM THULAMELA LOCAL MUNICIPALITY



Private Bag X506
Thohoyandke
095
Limpopo Province
Tel: 015 962 750
Fax: 015 962 402

**THULAMELA
MUNICIPALITY**

Ref : 4/3/4/1
Enquiries : Mabasa N.H.
Tel : 015 962 7514
Fax : 015 962 4020
Email : mabasanh@thulamela.gov.za


To : MR. NDOU R

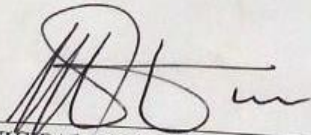
From : THULAMELA MUNICIPALITY

Date : 19 OCTOBER 2018

Subject : PERMISSION TO CONDUCT RESEARCH AT THULAMELA MUNICIPALITY

1. The above matter refers.
2. Kindly note that permission to conduct research has been granted.
3. Contact Human Resource Section for more information.
4. Hoping that this will meet your favorable considerations.




MUNICIPAL MANAGER: MALULEKE H.E.

1

PERMISSION FROM TSHIKUNDAMALEMA TRADITIONAL COUNCIL

To : Mr. R Ndou

From : TSHIKUNDAMALEMA TRADITIONAL COUNCIL

Date : 13 DECEMBER 2018

Subject : PERMISSION TO CONDUCT RESEARCH AT TRIBAL AUTHORITY

1. The above matter refers
2. Kindly note that permission to conduct research has been granted
3. The Tribal Authority hopes this will meet your favourable consideration

Mbedzi T:q

TRIBAL AUTHORITY



PERMISSION FROM RAMBUDA TRADITIONAL COUNCIL

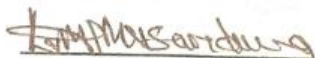
To : Mr. R Ndou

From : RAMBUDA TRADITIONAL COUNCIL

Date : 13/12/2018

Subject : PERMISSION TO CONDUCT RESEARCH AT TRIBAL AUTHORITY

1. The above matter refers
2. Kindly note that permission to conduct research has been granted
3. The Tribal Authority hopes this will meet your favourable consideration



TRIBAL AUTHORITY



Annexure G

LETTER TO RESPONDENTS

Enquires : Ndou R

P.O Box 1817

Cell : 082 587 0407

Vuwani

Email : ndourenzo@gmail.com

0952

5 September 2017

Dear Sir/Madam

I am a registered student at the University of Venda doing Master of Administration (MADMIN). I am required to conduct a survey in order to complete my study. The title of my research is **“Challenges militating against community participation on the Integrated Development Plan (IDP) process in Thulamela Local Municipality”**.

I would be most grateful if you would help me with this part of my research project by completing the inventory. I assure you that the information I will get from you will be confidential and will be used for educational purposes only.

In anticipation, please accept my sincere appreciation for your willingness to assist me.

Yours sincerely

.....

NDOU RENDANI

STUDENT NUMBER: 11620547

RESPONDENTS CONSENT FORM

I,hereby agree to participate in the research study, titled “**Challenges militating against community participation on the Integrated Development Plan (IDP) process in Thulamela Local Municipality**”. By signing this consent form, you indicate that you understand the information provided to you by the researcher regarding the study, your question about the research has been answered to your satisfaction, and you voluntarily agree to participate in this study. A copy of this signed consent form can be provided upon request.

- The study aims to analyse challenges militating against community participation on Integrated Development Plan (IDP) process in Thulamela Local Municipality.
- The information that the respondents will provide will be solely used for the purpose of the study.
- Participation is voluntary and that I can withdraw anytime without any penalty if I feel like doing so.
- All questionnaire and interview data will be handled with confidentiality
- Participants can refuse to answer certain questions if they feel uncomfortable during the process of collecting data.

I understand that the information I give may not be used for any other purpose except to help the researcher to meet scholastic expectations. For more information, respondents can contact Prof. M.P Khwashaba, my promoter at 015 962 8440 and also at Matodzi.Khwashaba@univen.ac.za.

.....
Signature

.....
Date

RESEARCH QUESTIONNAIRE

CHALLENGES MILITATING AGAINST COMMUNITY PARTICIPATION ON THE INTEGRATED DEVELOPMENT PLAN (IDP) PROCESS IN THULAMELA LOCAL MUNICIPALITY

The study is about the challenges militating against community participation on the Integrated Development Plan (IDP) process in Thulamela Local Municipality. I humbly request you to be part of the study by providing your perspective on community participation in IDP process challenges. Note that there is no right or wrong answer. Please answer the following questions:

SECTION A: BIOGRAPHICAL DETAILS

1. Gender of respondents

Male	1
Female	2

2. Age of respondents

Less than 30 years	1
31-40 years	2
41-50 years	3
51-60 years	4
61 years and older	5

3. Position of respondents

Ward Committee members	1
Thulamela Local Municipality employees	2
Thulamela community members	3
Traditional leaders	4

4. Educational Qualifications of respondents

Primary education	1
Secondary education	2
Grade 12	3
Diploma	4
Bachelor's Degree	5
Other	6

5. Tribe/Language

Tshivenda	1
Xitsonga	2
Other	3

SECTION B: CHALLENGES MILITATING AGAINST COMMUNITY PARTICIPATION ON THE IDP PROCESS

Item No	Challenges militating against community participation on IDP process	Place an X in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
6.	Community members actively participate in IDP process.	1	2	3	4	5
7.	Municipality has enough resources to promote community participation in IDP process.	1	2	3	4	5
8.	Community members are unwilling to attend IDP process proceedings.	1	2	3	4	5
9.	Traditional leaders are actively involved in the issues of community participation in IDP process.	1	2	3	4	5
10.	Municipal officials encourage community members to participate in IDP process.	1	2	3	4	5
11.	Community leaders influence their community members to participate in IDP process.	1	2	3	4	5

Item No	The role of community participation on IDP process in Thulamela Local Municipality	Place an X in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
12	Active community participation in IDP process plays an important role in the improvement of basic service delivery.	1	2	3	4	5
13	Community members perceive community participation in IDP process as important to improve basic service delivery.	1	2	3	4	5
14	Thulamela Local Municipality values community participation by its communities in IDP process.	1	2	3	4	5
15	Thulamela Local Municipality informs community members about the importance of participating in IDP process.	1	2	3	4	5
16	Lack of community participation in IDP process results in ineffective service delivery.	1	2	3	4	5

Item No	Different types of community participation on the IDP process in Thulamela Local Municipality	Place an X in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
17.	Community members are well informed about different types of participation in IDP process.	1	2	3	4	5
18.	Municipality has different types of participation to allow active community participation in the IDP process.	1	2	3	4	5
19.	Thulamela Local Municipality informs community members about meetings related to IDP process.	1	2	3	4	5
20.	All different types of participation duly represent the interests of the communities during the IDP process.	1	2	3	4	5
21.	All stakeholders in the IDP process are equally and fairly represented.	1	2	3	4	5

Item No	Strategies that Thulamela Local Municipality can use to enhance community participation on IDP process	Place an X in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
22	There are enough resources to capacitate community members in order to participate actively in IDP process.	1	2	3	4	5
23	There is openness and transparency for community participation in the IDP process	1	2	3	4	5
24	Community complaints are attended to with satisfaction by the municipality	1	2	3	4	5
25	Basic service delivery is done in accordance with IDP and Service Delivery and Budget Implementation (SDBIP)	1	2	3	4	5
26	Thulamela Local Municipality ensures that communities are aware of IDP meetings	1	2	3	4	5

THANK YOU FOR YOUR CONTRIBUTION.

RESEARCH INTERVIEW SCHEDULE

CHALLENGES MILITATING AGAINST COMMUNITY PARTICIPATION ON THE INTEGRATED DEVELOPMENT PLAN (IDP) PROCESS IN THULAMELA LOCAL MUNICIPALITY

The purpose of this study is to analyse challenges militating against community participation on Integrated Development Plan (IDP) process in Thulamela Local Municipality. I humbly request you to be part of the study by providing your perspective on community participation on the IDP process challenges. Note that there is no right or wrong answer. Please answer the following questions

1. What are the challenges militating against community participation in the IDP process in Thulamela Local Municipality?

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2. What are the roles of community participation in the IDP process?

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3. What are the different types of community participation in IDP process in Thulamela Local Municipality?

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4. What are the strategies that Thulamela Local Municipality can use to enhance community participation in IDP process?

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THANK YOU FOR YOUR CONTRIBUTION

ENGLISH EDITORIAL LETTER

Editorial letter

This serves to confirm that I, Mr. ET Sikitime, attached to University of Venda, English Department have proofread a proposal titled:

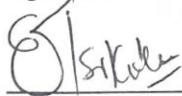
Challenges Militating against Community Participation on the Integrated Development Plan Process in Thulamela Local Municipality

NDOU RENDANI

STUDENT NUMBER: 11620547

Editorial work focused mainly on technical precision and common errors relating to syntax, diction, word order and formulation of ideas. Corrections and suggestions were made for the student to effect before submission.

Signature



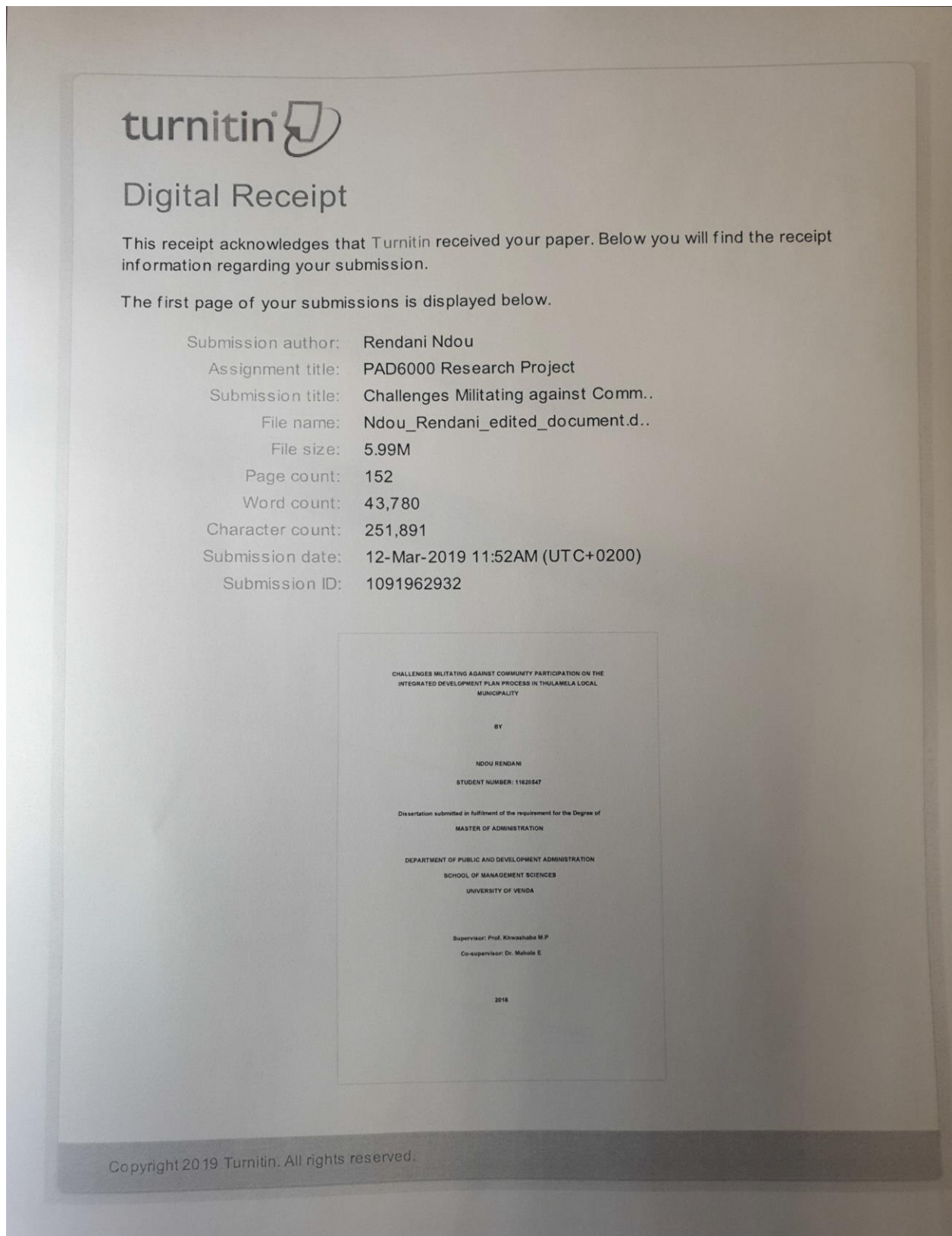
Date 28/02/2019

Ext: 015 962 8288

Email: Emmanuel.sikitime@univen.ac.za

BA (ed), BA (Hons) English, Univen, BA Communication Science UNISA, MA (SLS) Stellenbosch University

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CHALLENGES MILITATING AGAINST COMMUNITY PARTICIPATION ON THE
INTEGRATED DEVELOPMENT PLAN PROCESS IN THULAMELA LOCAL
MUNICIPALITY

BY

NDOU RENDANI
STUDENT NUMBER: 11620547

Dissertation submitted in fulfillment of the requirement for the Degree of
MASTER OF ADMINISTRATION

DEPARTMENT OF PUBLIC AND DEVELOPMENT ADMINISTRATION
SCHOOL OF MANAGEMENT SCIENCES
UNIVERSITY OF VENDA

Supervisor: Prof. Khwashaba M.P
Co-supervisor: Dr. Mahole E

2016

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