

**PUBLIC VALUE PERSPECTIVE OF INTEGRATED DEVELOPMENT PLANNING
IN THULAMELA LOCAL MUNICIPALITY**

BY

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DECLARATION

I, **MUDAU NDIVHUDZA**, (Student Number: **11634570**), hereby declare that the Dissertation for the degree of Master of Administration entitled “Public value perspective of integrated development planning in Thulamela Local Municipality”, hereby submitted by me at the University of Venda, has not been previously submitted for any degree at this University, or any other University, and that it is my own work, designed and executed by me, and that all references materials contained therein has been duly acknowledged.



26/04/23

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DEDICATION

This study is dedicated to my Mother Ntsieni Merium Singo and my late Father Avhashoni Nditsheni Hendrick Mudau. To my late father Avhashoni Nditsheni Hendrick Mudau, I wish you would have lived long to witness my achievement and success.

ABSTRACT

Integrated development planning has changed the way in which community and local government interact about service delivery. This study was based on the public value perspective of Integrated Development Planning (IDP). The IDP commits that municipalities must work with communities in ensuring that together sustainable ways to improve the value of lives of all citizens can be reached. The South African government has adopted development approach for local government to eradicate the legacy of apartheid. The local government has developed and formulated policies to promote and strengthen development planning in municipalities. The Municipal System Act, 2000 (Act 32 of 2000), Section 118 mandated that municipality should provide principles and mechanism that will enable municipality to move progressively towards social and economic upliftment of local communities. However, several studies have indicated that there is lack of community participation in the process of IDP. The nature of IDP should be understood on the perspective of public value creation. This study adopted positivist method. The study adopted a descriptive research design. A probability sampling was used in the study and the cluster sampling approach was adopted to select the sample of which the sample size was selected from employees of Thulamela Local Municipality and community representatives. Structured questionnaire was used to gather information. A descriptive statistic was used to analyze data. The researcher followed research ethics before conducting the study.

The study found that there is too much control from the three levels of government which frustrates the process of democracy. The study showed that most public participations are not inclusive and are not involved on deliberation and creating new understandings but rather are oriented to consulting with the public to gather input or just allowing people to express different perspectives. The researcher revealed that the roles of the other sphere of government are not clear in the local developments. The study findings showed that local authorities are not equipped to undertake the developmental role envisaged in the IDP. The findings showed that traditional role of local government is non consultative and paternalistic. The study found that local authorities lack the capability to coordinate multiple stakeholders in development initiatives. The findings of the study revealed that operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate.

The study recommended that there should not be too much control from the three levels of government to strengthen the process of democracy. The recommendations of the study noted that public participation should be inclusive and involved in deliberation and creating new understandings and oriented to consulting with the public to gather input for people to express different perspectives. The researcher recommends that the roles of the other sphere of

government should be clear in the local developments. The Recommendations of the study showed that local authorities should be equipped to undertake the developmental role envisaged in the IDP. The recommendations of the study showed that traditional role of local government should be non-consultative and paternalistic. The study recommends that local authorities should have the capability to coordinate multiple stakeholders in development initiatives. According to the findings, the study recommends that operating as equal partners with national and provincial government agencies at the local level should not be difficult to operate. According to the study, the IDP process of Municipalities should be clear and there should be opportunity for all to participate and contribute to the IDP process. The study recommended that Municipality should regularly use participatory focus groups during the IDP process.

Key words: Integrated Development Planning; Service Delivery; Community Participation; Local Government; Public Value

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LIST OF ABBREVIATIONS

ANC:	African National Congress
CDW'S:	Community Development Workers
DPLG:	Department provincial and local government
HSRC:	Human science and research council
IDASA:	Institute for Democratic Alternative for South Africa
IDP:	Integrated Development Planning
MEC:	Member of Executive Council
MSA:	Municipal System Act
NGO'S:	Non-government organization
PMS:	Performance Management System
RSA:	Republic of South Africa
RDP:	Reconstruction Development Program
TLM:	Thulamela local Municipality
TPM:	Traditional public management
LED:	Local Economic Development
LGTA:	Local Government Transition Act
SANCO:	South African National Civic Organization
SALGA:	South African local Government Association
WDC'S:	Ward Committees

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

This study focused on a public value perspective of Integrated Development Planning (IDP) in Thulamela Local municipality. According to Overstrand Municipality (2017:13), the IDP is one of the key tools for local government to cope with new developmental role. In contrast to the role planning has played in the past, IDP is now seen as a function of municipal management, as part of an integrated system of planning and delivery. Mzimela, (2013:1) emphasized that the IDP process is meant to arrive at decisions on issues such as municipal budgets, land management promotion of local economic development and institutional transformation in a consultative, systematic, and strategic manner. Integrated Development Plans, however, will not only inform the municipal management; they are also supposed to guide the activities of any agency from the other spheres of government, corporate service providers, non-government organizations (NGOs) and the private sector within the municipal area (Thulamela Local Municipality IDP, (2007/2008). Mzimela (2013:19) further points that the idea of community participation was supported by the promulgation of various legislative which encouraged the involvement of community members in local governance. According to Mcewan (2008:3-4), the IDP provides the opportunity to both municipality and community to work together in local governance. Therefore, community participation serves as an indispensable mechanism that could allow for successful integrated development planning at local sphere of government.

This chapter presents the introduction and background of the study, problem statement, aim of the study, objectives of the study, research questions, significance of the study, delimitation of the study and definition of operational concepts.

1.2 BACKGROUND OF THE STUDY

Pretorious and Schurink (2007:19) pointed that in the past years before 1994 democracy, there have been numerous protests and marches regarding service delivery in local government. Pretorious and Schurink (2007:19) argued that the South African Integrated Development Planning approach was launched after 1994 as a platform for previously marginalized municipalities to actively participate in service delivery planning, these include identifying and prioritizing strategic development with both short and long-term goal. Oronje and Van Huyssteen (2007:1) point that over the last number of years before 1994, it has become increasingly evident that development intervention was not sufficient to deal with the

complexity of the developmental challenges. Oronje and Van Huyssteen (2007:1) pointed that South Africa is a post-conflict society that has transition from struggle to peace during the 1990's and was marked by unrivalled levels of political social reconciliation, during these critical time government institutions were quickly transformed to promote true development and democracy.

Pretorious and Schurink (2007:29) argue that before 1994 provincial governments were responsible for controlling local community planning with regard to town planning, the planning of government had no clear role to the planning of provincial and regional sphere. Koma and Kuye (2014:96) argued that the period of 1993 saw a huge measure of South Africa's approach change and advancement within this period, the subject was to a great extent engaged with forming enactment, announcement, white papers and standing rules tabled for activity. Dickovick (2007:1) mentioned that previously South Africa was represented by strategies that advanced dissenter improvements at the point when the African National Congress (ANC) drove popularity-based government assumed control in 1994, the ANC was expected to address the issues of the past which advanced an isolated society, neediness, and imbalances. Different arrangement and enactments were presented which included the Integrated Development planning commanded by the Municipal System Act, 2000 (Act No. 32 of 2000). Gueli, Liebenberg, and Van Huyssteen, (2007:92) mentioned that such arrangements proposed to advance and incorporate social orders in basic leadership and transparency which enable network to take an interest in talks on every day running of local government.

The Constitution of the Republic of South Africa, 1996 Chapter 7 of Section 152 (1) (c) provides that the objects of local government are to promote social and economic development. The Constitution of the Republic of South Africa, 1996 Section 153 (1) (a) provides that the municipality is required to structure and manage administration, budgeting, and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community. The White Paper on Local Government (1998) views IDP as a way of achieving developmental government. The White Paper on Local Government (1998) further intends that IDP aligns scarce resources around agreed policy objectives and ensures transparent interaction between municipalities and residents, making local government accountable. In addition, the White Paper on Local Government (1998) also gives municipalities the responsibility to work with citizens and groups within the community to find sustainable ways to address their social, economic, and material needs and improve the quality of their lives. According to Bedat and Sayed (2014:127), South African local government structures have generally been designed to reproduce the urban system in accordance with the policy objectives of the government of the day as can be viewed

from legislative prescription contained in the various constitution of the Republic of South Africa. Badat and Sayed (2014:127) point out that these include racial segregation, the influx control of Blacks in urban areas and disenfranchisement of certain racial groups characterized by the history of local government during the apartheid era in (1948-1993). Dickovick, (2007:2) stated that in the attempt to create an integrated local government system, the government in 1991 introduced the interim measures. Badat and Sayed (2014:128) elaborated that however, pressure from both blacks' communities and international communities persisted. Tsatsire, Raga, Taylor, and Nealer (2009:133) argued that these changes were viewed as largely cosmetic by the African national congress. Oronje and Van Huyssteen (2007:4) express that South African cities, villages and towns faced profound development challenges that brought the poor and disadvantaged to the center of development. Tsatsire, Raga, Taylor, and Nealer (2009:133) express that these include challenges of cities that had decaying central business districts, rural areas that lacked basic infrastructure and townships and few economic opportunities. Mzimela (2013:2) mentioned that these left citizens having to travel long distance to work and poor access to business and services, there was a great deference in service delivery between the rich and poor. Mzimela (2013:5) further pointed that rural areas were left underdeveloped and underserviced. According to Badat and Sayed (2014:129), the direct war damage to life-threatening infrastructure has left several governments with little capacity to provide security, health authority and jobs.

Badat and Sayed (2014:129) express that the development of South African local government that included planned programme has experienced a steep and very problematic learning curve since 1994. When the period of transition arrived, the new democratic dissention was put in place and South Africa inherited a very dysfunctional local government system based on inappropriate programmes and structures. According to Dickovick (2007:1), a great progress was achieved since the beginning of democracy in 1994 when designing municipal systems, structures and mechanism for service delivery and governmental values that were intendent to promote maintainable development. Dickovick (2007:1) further pointed that fundamental changes in the nature, controls and roles of municipalities were brought by the transformation of local government in South Africa. This transformation has placed an emphasis on developmental role of the municipalities. As indicated by Dulisa (2013:1), the nations of development in local government commits municipalities to work with the communities in ensuring that together sustainable ways to improve the quality of lives of communities can be reached.

1.3 PROBLEM STATEMENT

One of the mechanisms to promote public value perspective on integrated development planning in South Africa was through the formulation of policies and legislations that advocated for communities' rights and public participation. These policies included the White Paper on Local Government (1998) that views Integrated Development Planning as a way of achieving developmental goals in communities. The Local Government: Municipality System Act, 2000 (Act No. 32 of 2000) Section 23 determines that all municipality must undertake a development-oriented planning in order to make sure that the objectives of local government are achieved. The local government has adopted approaches to strengthen delivery and development in communities, this includes IDP formulated to improve public service delivery. However, local government has been facing challenges in terms of service delivery to communities.

The Auditor-General Report South Africa (2010) reported that poor responses by political leadership in addressing risk could be attributed to lack of proper controls, ignorance of duty and lack of accountability. As indicated by the Thulamela municipality Annual report for 2019/2020, Thulamela municipality has developed the revenue enhancement strategy that will assist the municipality to close gaps and to economically spend available funds, despite the debt collection challenge, Thulamela municipality is still able to manage available financial resources. According to the Thulamela Municipality annual report 2019/20; the Municipality still has block logs in the provision of services such as electricity, housing, waste management and roads services. Although the municipality is reducing the block logs, it is difficult to eradicate the outstanding blocklog due to the population growth and financial constraints.

Gueli, Liebenberg and Huyssteen (2007:93) argued that the class difference remains a challenge in separating the poor from the rich in different towns and suburbs. Pretorius and Schurink (2007:19) mentioned that service delivery remains a challenge to meet the needs for citizens. According to Madzivhandila and Maloka (2014:653), lack of community participation in IDP is one of the most challenges affecting the development of local government. Africa Magwaza, Patel, Coetzee, Feldman, Patel, Coetzee, Huebner, and Rauch (1999:10) mentioned that the problem facing the effectiveness of IDP is lack of information that leads to ineffective community interaction in the process of IDP. Pretorius and Schurink (2007:20) argue that community members have been facing the challenge of been excluded in decision making on addressing the issue of service delivery. Creating a good life for all citizens remains a challenge in municipalities. Therefore, this study is conducted to come up with the strategies that can enhance public value perspective of integrated development planning in Thulamela local municipality.

1.4 AIM OF THE STUDY

The main aim of the study is to evaluate public value perspective of Integrated Development Planning in Thulamela Local Municipality and to recommend strategies that can enhance the effectiveness of Integrated Development Planning.

1.5 OBJECTIVES OF THE STUDY

The following objective are formulated in this study:

- To evaluate the effectiveness of Integrated Development Planning on the creation of public value.
- To identify the challenges faced by the communities and the municipality during public participation in the integrated development planning process.
- Recommend strategies that can be used to enhance the effectiveness of Integrated Development Planning.

1.6 RESEARCH QUESTIONS

The following research question will be used:

- How effective is IDP on the creation of public value?
- What are the challenges faced by communities and municipality during public participation?
- What strategies can be used to enhance the effectiveness of Integrated Development Planning?

1.7 SIGNIFICANCE OF THE STUDY

The study attempts to provide the full insight into the evaluation of the public value perspective of integrated development planning in the Thulamela Local Municipality. This study will serve as a source of information for municipality in affected areas of service delivery. This study will help municipality to develop and implement appropriate strategies and projects to address problems. This study will be significant by strengthening public participation between municipality and communities. The study finding will shed light to municipality in strengthening the provision of basic service to the communities. This study will be significant for municipality to strengthen their responsibilities in ensuring that the quality of life for its citizens is improved. The study findings will enable citizens to exercise democratic rights by involving communities

in decision making. This study would provide knowledge and skills to support community participation during Integrated Development Planning preparation processes.

1.8 DELIMITATION OF THE STUDY

The study focused on the public value perspective of integrated development planning in the Thulamela Local Municipality. The study was conducted in Thulamela Local Municipality which is found in Vhembe District of Limpopo province in South Africa. Thulamela local municipality is situated in Vhembe District being one of the four local municipalities found in Thohoyandou township characterized by large population. The study included municipal officials in Thulamela Local Municipality and community members.

1.9 DEFINITION OF OPERATIONAL CONCEPTS

The section presents definition of operational concepts that include Integrated Development Planning, Public participation, service delivery, community, and public value.

1.9.1 Integrated Development Planning

According to Africa, Magwaza, Patel, Patel, Coetzee, Huebner, and Rauch (1999:8), Integrated Development Planning (IDP) is a process through which municipalities prepare a strategic development plan, for a five-year period. Phago (2009:484) defines IDP as a detailed planning process within a municipality providing for prioritized communal needs from pressing to the least urgent, to enhance and accelerate municipal service delivery. According to this study, an IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management, and decision-making in a municipality.

1.9.2 Public participation

Wenger (2006:7) provided that public participation refers to a process which an organization consults with the interest of affected individual society and government entities before making choices that combine the interests and concerns of all affected participants and encounter the needs of the decision-making body. Tshabalala and Lombard (2009:397) define public participation as a means of creating the space for the public to engage in developing skills and abilities to negotiate the needs in face of forces that often appear to obstruct and discourage the communities. According to this study, public participation is a process that aims to rectify the inequalities of the past by offering stakeholders fair opportunities to be involved in decisions that affect them.

1.9.3 Service delivery

According to Dickovick (2007:3-4), service delivery refers to the performance of responsibility by an official or an act that fundamentally functions in relation between government bodies and citizens to help control or make use of resources. Ledimo and Martins (2015:575) argued that, service delivery refers to the actual delivery of a service and products to the society, which is concerned with where, when, and how a service product is delivered and whether this is fair or unfair in nature. According to this study, service delivery refers to the distribution of citizens resources such as water, electricity, and infrastructure.

1.9.4 Community

According to Mensah (2016:213), search for latest definitions, community refers to a population which is geographically focused but also exists as a discrete social entity with a local collective identity and corporate purpose. A study by Tau (2013:155) noted that community refers to the society emerging as a group of people with diverse characteristics perspective and engage in joint action in geographical location and settings. According to this study, community is referred to the people of a district considered collectively in the context of social values and responsibilities. a group of citizens living in the same basic values, association, and interest.

1.9.6 Public value

According to Meynhardt (2009:192), public value reflects on almost expectable renaissance of motives and themes of the collective and a view of the general public sector that cannot be reduced to individual total benefit analysis. Meynhardt and Bartholomoes (2011:286) argued that public value refers to the value for the public that includes the needs of individual groups and society influenced in a relationship involving the public. This study defines public value as to what is undertaken and produced by agencies utilising public resources that include inputs, outputs, and outcomes in aiming to achieve collectively desired social outcomes.

1.10 ORGANISATION OF THE STUDY

This section outlines the five chapters of the research study which will be as follows:

Chapter 1: Introduction and Background of the study

This chapter will present the introduction and background of the study, problem statement, aim of the study, objectives of the study, research questions, significance of the study, delimitation of the study, the definition of operational concepts and organization of the study.

Chapter 2: literature review

This chapter will present the literature review related to the public value perspective of integrated development. This chapter will present the present the theoretical framework of public value theory, the South African integrated development planning, the legislative framework of public value perspective of integrated development planning, the importance of IDP, community participation in the IDP, role players in the IDP, strength of the IDP, benefits and implementation of the IDP, the phases of IDP, the IDP approach, community participation for successful service delivery, types of participation in the south African context. Challenges of community participation in the IDP, implications for local government in south Africa, policy making in the discipline of public administration, public participation in IDP, models of public participation in integrated development planning, the benefit of public participation in local level, conceptual framework, empirical studies on IDP and the summary of the chapter.

Chapter 3: Research Methodology

This chapter will present research design and research methodology that the researcher will follow when conducting the study. The chapter will present research paradigm, research strategy, study area, population of the study, sampling, sampling method and sampling size, data collection, pilot study, data analysis and ethical considerations.

Chapter 4: Data presentation, analysis, and interpretation

The chapter will present data analysis and interpretation collected from research participants as well as methodology used to collect data and interpretation of results. The data will be presented by means of graphical tabular form, frequency, and percentages. A descriptive statistic will be used to analyse the data.

Chapter 5: Findings, Recommendations, and conclusion

This chapter will present the major findings of the study. The researcher will also present the conclusion of the research study. The recommendations for the study and the recommendations for future research study will be presented.

1.11 SUMMARY

This chapter outlined the introduction and background of the study that focused on evaluating the public value perspective of integrated development planning. This chapter presented the background of the study that included local development planning in the past and how integrated development planning in local government sphere was formed. The Constitution of

South Africa, 1996 was presented as a means of elaborating how local planning was a legal requirement. This chapter also outlines the problem statement related to public value perspective of communities and how this value affects integrated development planning. The chapter presented the main aim of evaluating public value perspective of integrated development planning and how strategies can be achieved. Therefore, the research objectives and research question of the study were presented. This study outlined the benefits that include main significance of the study support to community participation during interested development planning preparation process. The study also briefly discussed the area where the study is conducted, this study outlined and defined the definition of operational concept used. The following chapter will present the literature reviewed by the researcher.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews the literature relevant to public value perspective of Integrated Development Planning. This chapter will also present the theoretical framework on public value perspective of Integrated Development Planning in South Africa, overview and history of public value theories, the relevance of public value theories, Importance of Integrated Development Planning, Challenges of integrated development planning, This chapter outlines the ways to improve integrated development planning in municipalities, and to find strategies that can be used to enhance the public value perspective in integrated development planning in local government. This chapter presents a brief literature review on the strength of Integrated development planning. This Chapter also presents the legislative framework on public value perspective of interpreted development planning, integrated development planning in South Africa, the growth of integrated development planning and the empirical evidence of the study.

Kienast (2010:11) pointed out that the Integrated development planning (IDP) is one of the key tools for local government to cope with new developmental role. Integrated development planning is now viewed as an integrated system of planning and delivery. Kienast (2010:11) further mentioned that the issues of municipal budget, land management and the promotion of local economic development are promoted by Integrated development planning. According to Ruwanza and Shackleton (2016:29), the IDP presents the primary opportunity of mainstreaming environmental issues into local government planning and is responsible for replacing all other development plan to guide local development and requires that local development be solved in a multidimensional, participatory, and integrated manner. According to Munzhedzi, (2020:90), the provision of the essential municipal services that the local communities requested is evidence that some municipal policies within the local sphere of government have implemented an IDP and a municipal budget, via a variety of involvement settings, these needs are recognized during the IDP and budget processes.

2.2 THEORETICAL FRAMEWORK OF PUBLIC VALUE

Turkel and Turkel (2016:1) argued that the public value theory has focused more on public administration in the past. Turkel and Turkel (2016:1), stated that public value theory is within the belief of public interest theory and has taken the focus of two streams that were covered by Moore (1995) of public value based on management and the value of public employees. Meynhardt, Brieger, Anderer, Baro, Hermann, Kollat, Neuman, Bartholomes, and Gomez

(2017:135), argued that public value is seen as a contemporary attempt to articulate how an organization can contribute to common good and how is seen as a common denominator with emphasis on public administrations, value to society and the necessity to actively manage within predefined levels of discretion. Moore (1995:19) further presents the theory of public value as a strategic management in the public sector to help public managers to increase the value to the public of organizations that are supposed to offer service. Furthermore, Moore (1995:11) linked public value theories to management organizations and focused on what public managers should do to help managers identify opportunities and increase public value. This section will also present public value theory, brief historical background, and overview of public value theory by relating the public value perspective of IDP and Public Value Propositions

2.2.1 Overview and Historical background of public value

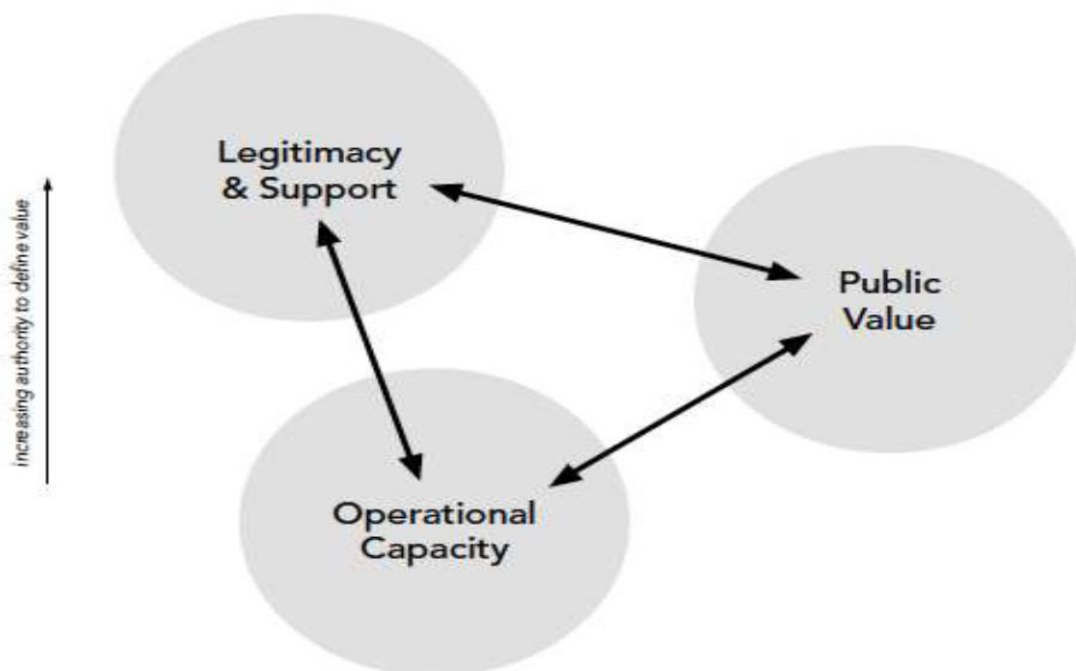
According to Macqueen, Mclellan-Lemal, Metzger and Kegeres, Blanchard, and Trotter, (2001:1926), public value was initially conceived as a management approach for the public sector. The public value idea originated in the 1980's with the concern about the public-sector capacity in the contribution to the economic and social progress. Meynhardt (2009:193) mentioned that the public value was originally coined by Harvard professor Mark H Moore who saw the theory as the equivalent of shareholder value in the public management. Public value was more concerned with the view of the public sector that cannot be reduced to individual cost benefit. According to Meynhardt (2009:193) public value brought the recognition of full human qualities and experiences takes the evolved contradictory human nature into account. The public value brought the societal dimension back to the fore in public management and provided value to the economic individualism. According to Meynhardt and Bartholomes (2011:286), public value was seen as way of thinking which was post competitive that allowed people to move beyond their narrow beliefs were government approaches have failed. Public value was more concerned about how people think and feel about society. Meynhardt and Bartholomes (2011:286) further pointed that the origin of public value made people realize that public value is a resource to satisfy basic needs and people realized their human potential. Furthermore, Meynhardt and Bartholomes (2011:289), mentioned that public value means people must experience greater benefit than individual experiencing harms. In addition, Meynhardt and Bartholomes (2011:289) point that public value is created in the relationship of which the public is involved. Public value is more concerned about the challenges in the public sector. Public value combines the role of government, the role of society and the role of private and management sectors (Meynhardt and Bartholomes, 2011:289).

According to Moore (2012:1), the public value approach links the model of strategic performance management in government and non-government organizations. Moore (2012:33) further points that the public value approach includes the form of accountability that aims the effort and effectiveness toward achieving the value in the utilization of public resource. Furthermore, Moore (2012:2) states that this approach recognizes that public value has dimension of moral value which includes the use of state authority, fairness in the distribution of public benefits and legitimacy, social value of which entails the activities that reflect collectively desired ends. Public value approach also includes cultural value that reflects activities that conserve broad cultural norms or affects the nature and quality of public life (Moore, 2012:1).

2.2.2 PUBLIC VALUE PROPOSITIONS

This section will present the public value propositions that include authority of defining what value is, legitimacy and support, public value, and operational capacity.

Figure 1: Increasing authority to define value.



(Source: Mark Moore, 2012).

Mark Moore characterizes public sector activity by three key inter-related aspects of public value, operational capacity, and legitimacy. Each aspect influences and is influenced by the others. According to Moore (2012:1) public value is a product of the legitimate operations of

public sector organizations. The kind of public value created in turn influences the operations of the organization and the kind of legitimacy that an organization attracts will drive the operations of the kind of public value it produces (Moore, 2012:7).

According to Strathoff, Gomez and Meynhardt, (2016:259), the creation of public value management includes public managers that are requested to serve as a platonic guardian of the public interest. Strathoff, Gomez and Meynhardt, (2016:257) further point that public managers should have a way of monitoring their current position and capacities to execute strategies that would sustain and improve their position and performance in the future. Furthermore, Strathoff, Gomez and Meynhardt, (2016:195) explained that public value management does not seek to confine politics, but views politics as central to the management challenges. In addition, Strathoff, Gomez and Meynhardt, (2016:198) mentioned that public managers must use performance measurement system to guide their organization towards improved performance. This study seeks to present the perspective of public value theory in the effectiveness of integrated development planning which entails that public organization must use multiple sources of external feedback to ascertain current perception and identify new opportunities to increase public value. Public value is a useful tool in evaluating the effectiveness of IDP. This will help public sector and organizations to speed up service delivery, enhance public participation and provide equal choice of decision making.

2.2.3 The relevance of public value theory

This section will describe the relevance of public value theory and link the principle of public value of integrated development planning. The study presents the rise of public value in public sector, the design of participation to address values in public policy, community participation in the integrated development planning processes to promote public values. Integrated development planning and public participation for public value. The relevance of public value theory links the principles of integrated development planning to the existence of public participation.

2.2.3.1 The rise of public value in public sector

Meynhardt (2009:193) emphasizes that the public value may be attributed to the need for correcting and advancing New public management concepts and the management techniques borrowed from the private sector. According to Mazzucato and Rayan-collins (2022:346), public value promises a more realistic perspective for current public sector challenges than new public management approaches. Public value theory recognizes a full roundness of human qualities and experiences and takes contradictory human nature more fully into account. According Meynhardt; Brieger; Strathoff; Anderer; Baron; Hermann; Kollat;

Neumann; Bartholomes; Gomez (2017:137); presented a normative theory of strategic management in the public sector, in order to help public managers to increase the value, to the public, of the organizations that are supposed to serve. Moore approach is a mandate of managerial work in the public sector that includes public value where government is critical to solve society's problems and public management. Jessa (2019:7) articulated that if public value is to truly serve the public, finding new interactive ways to engage with the public is key, instead of seeking consensus, public sector should acknowledge that public value is inherently contested in the political arena where differing interests are resolved and conflict argument lead to decision and action. Jessa (2019:7) finds ways for public policy to interact in genuine ways with citizens and social movements will be key part of any society's ability to collectively create value to the public.

The spread of the public value idea is a good example of how public policy and governance debates tend to transcend borders. Moore in the 1990s (1995:2) made the creation of the public value the unifying idea. Through a series of case studies, Moore focused on strategic management in the United States. In the late 1990s, Boseman (2002:147) used the concept of 'public value failure' to examine the flaws in market-driven service delivery models. More recently, Kelly and Muers (2002:69) indicated that in the UK Cabinet Office used nearly the same title as Moore's book for his paper discussing civil service reform in the UK. Kelly and Muers (2002:69) observed that public values provide a way to reconcile democracy and efficiency through dialogue and exchange. On the other hand, Moore's (1995:2) showed that the approach has influenced the language of many public administrators and large panels of public policy and management programs.

2.2.3.2 Designing participation to address public values in public policy.

Nabatchi (2012:700) mentioned that public participation is a process by which members of society who are not holding office or administration positions in government share power with public officials in making substantial decisions related to the community. Nabatchi (2012:700) further mentioned that public participation has traditionally centered on indirect participation through voting. According to Nabatchi (2012:699) public participation can help administrators better identify and understand public values and consequently improve policy decision making process and outcomes. This study elaborates how to design public participation process to maximize the likelihood of identifying and understanding public value regarding policy issues or decision. According to Rusnaini (2016:805), public participation is meant for development planning process to be more democratic, more effective and more beneficial. Rusnaini (2016:806) further explains that community participation in planning has very important properties which include community being a tool to obtain information about the condition,

needs and attitude of local community. Rusnaini (2016:806) explains that the public will trust the process of development activities if involved in the preparation of planning and decision making related to the public affairs in developing the belief that public participation will result in public preferences. The conception of community participating in South Africa is largely linked to the planning and management of development activities at the local sphere of government. Madzivhandila and Maloka (2014:653) argued that public participation provides opportunities for the community to express views in local development planning. Madzivhandila and Maloka (2014:653) further argued that the planning and implementation project should be accepted after considerable discussion and consultation with communities. Furthermore, Madzivhandila and Maloka (2014:653), noted that this process allows marginalized individuals to have voices in the future development initiatives. Hence, it enables for full involvement of ordinary members of the community in decision making, planning, designing, organizing, and executing development initiatives that affect the public.

2.2.3.3 Community Participation in the Integrated Development Planning Processes to promote public values.

According to Asha and Makalela (2020:2), IDP is a major tool that matches the collective participatory design that requires all sectors and communities to be professionally consulted. According to Mathebula (2016:21), the integrated development planning is used to create a platform for sharing ideas with the public affected by such development initiatives where communities are central to decision making and development should be centralized to the integrated development planning model. Public participation in the integrated development planning accommodates and accept views of general citizens who can be affected as opposed to communities. Mathebula (2016:21) expresses that active public participation in the affairs of such a municipality ensures that development and service provision are driven within the interest of the public. To this study, public participation is a strong mechanism in democratic South Africa and particularly in municipalities as a government sphere mandated with developmental duties and consultant closer to people.

Masiya, Mazenda and Davids (2019:28) argued that there has been a consistent decline in terms of the interface between municipal officials and communities. Masiya (2019:29) et.al further attest that public participation did not have much impact on decision-making process as ward councilors did not recognize public input, therefore municipal government needs to improve public participation protocols and system for meaningful engagement. Furthermore, Masiya, et.al (2019:29) expresses that if municipalities do not establish service delivery systems in which recipients' citizens have a more active role to play, citizen's participation becomes reactive and often culminates in protest decision taken by the local government.

2.2.3.4 Integrated Development Planning and public participation for public value

Bryson, Quick, Slotterback, Crosby, (2013:23) argued that to design public participation opportunities, planners make decisions about the goals of participation, the format, and agenda, who is recruited, and level of empowerment. As indicated by Fung (2015:515), the variety of actors who make design choices is increasing, traditionally, planning research focuses on two types of designers: public sector planners and the professional planning consultants that are hired by the public sector. Read and Leland, (2011:639) indicated that given growing recognition of expertise, members of civil society are taking on planning roles that do not fit into the public sector planner or professional planning consultant categories. According to Read and Leland (2011:639), as more types of actors engage in the design process, public participation is informed by a greater variety of action frames interpretive tools made up of values and beliefs about the role of the public in integrated development planning. For example, Read and Leland (2011:640) found the difference between the values and beliefs of public sector planners and professional planning consultants. Action frames of planners are developed through tacit knowledge, and are influenced by many factors, including professional socialization and training, practice experience, lived experience, and institutional and organizational values. According to Innes and Booher (2016:8) a designer's action frame becomes the rationality for design and is revealed in practice.

Nabatchi (2012:699) explains that public values provide the normative consensus about (a) the rights, benefits, and prerogatives to which citizens should (and should not) be entitled; (b) the obligations of citizens to society, the state, and one another; and (c) the principles on which governments and policies should be based (Bozeman, 2007:13). Nabatchi (2012:701) outlines four public values frames, "political and legal as part of the democratic ethos and organizational and market as part of the bureaucratic ethos. Cooper's (1984) work on views of citizenship by public administrators provides a bridge between Nabatchi's public values frames and the potential role played in public participation design. The following describes Nabatchi's frames and uses Cooper's work to suggest the type of participation opportunities that may result. Political public values are linked directly to democracy (e.g., participation, representation, political responsiveness, liberty, equality). Clark (2021:210) mentioned that political public values frame likely will result in participatory planning approaches, building from communicative or collaborative planning theory. This is closely tied to Cooper's concept of "high ethical citizenship." According to Bozeman, (2007:13), the legal public values frame is about rights, due process, and equity, also resulting in participatory planning approaches, but built from advocacy planning theory. Organizational values reflect a managerial perspective, focused primarily on efficiency and other values such as specialization and expertise, authority, merit, formalization, organizational loyalty, and political neutrality. According to

Turkel and Turkel (2016:2), this frame likely will result in a tendency towards more rational expert-based planning approaches. Finally, market values place an emphasis on actions that result in cost savings and efficiency, productivity, flexibility, innovation, and customer service. This frame likely views participation as individualized and transactional, with the community member as the customer.

Mazzucato and Rayan-collins (2022:346) argued that public values frames, impact how designers view the public, what the public may bring to the process, and what the society value in the integrated development planning process, all of which becomes the action frame impacting participatory design. Views of the public emphasize whether the public are consumers, clients, interests, citizens, stakeholders, or collaborators. Fung (2015:513) contended that the choice of how to view the public depends partly on the context and the public problem at hand. However, the public values frame may pre-define the view of the public. Walker, McQuarrie, Lee (2015:7), argued that if a planner or administrator is designing a public participation process alone (or with individuals with similar frames), then the design is likely rolled out from routine habit, with a singular frame and singular set of beliefs, without interrogating values and perceptions. Without practising in the process, designers are generally unaware of how values influence the ability to achieve desired values of public participation, such as legitimacy, justice, and effective administration.

Walker, McQuarrie and Lee, (2015:8) further argued that the tensions on how the public interfaces with the development planning process would likely not be revealed and considered (e.g., role of the planner as expert versus facilitator, local versus specialized knowledge, efficiency versus equity). Furthermore, Walker, McQuarrie, and Lee (2015:7) indicated that one planner, with a single-frame design of public participation opportunities, can design any conflict out of the process, whether intentionally or unintentionally. According to Van der Walt and Van Hout (2009:224), public administration often entails a multiplicity of value systems that impact practice. Further, more non-public sector planners developed Accepted Version 13 community plans and planning processes, and as more lay stakeholders engage in public governance structures. Van der Walt and Van Hout (2009:224) argued that values can be described as in competition with one another, with an alternative view that some can coincide with one another. This research attempts to determine what values designers bring to the integrated development planning process, contend with differences in the case of collaborative governance of a planning process, and what impact is on public participation.

2.2.4 Key Theory to promote public value in integrated development planning.

This section will present the theory to promote public value in integrated development planning that include legitimacy.

2.2.4.1 Legitimacy

Passmore and Albert (2008:8) express that participation's potential benefits are realized when the process of local planning goes well or not. Passmore and Albert (2008:8) further argued legitimacy is one of the most contested features of public participation, typically expressed in terms of the adequacy of participation or representation, the technical or political workability of the decision outcomes and the procedural fairness of the planning process. Quick and Bryson (2016:4) portrayed that when public engagement is not perceived as legitimate, it can sour the public on government and interfere with the implementation of decisions. Quick and Bryson (2016:4) mentioned that how legitimacy is accomplished and evaluated can be viewed through multiple theoretical lenses that include one commonly used in discourse about deliberative democracy, which is about the quality of the exchange, namely that legitimate participation requires that the participants communicate their visions and goals clearly, use logical arguments and utilize valid criteria for evaluating options and outcomes. According to Fung (2006:68) revealed that a further concern related to the legitimacy of the outcomes of the policies, such as if the choices meet the standards for good policies, such as equity, efficiency, or the process of implementation. Fung (2006:68) mentioned that ensuring that government policy and program choices are valid in terms of being acceptable to and serving the demands of the public is one of the strong reasons for public participation.

Innes and Booher (2010:5), argued that the excellence of the development planning process is a theoretical lens for interpreting legitimacy, and these include processes that are procedurally fair and rational with the likelihood to be of high quality. According to Clark (2021:345), procedural justice relates to whether or how much a process upholds democratic principles such as fairness, transparency, attention to stakeholder concerns, and accessibility to the general public. Innes and Booher (2010:5) argued that procedurally just process is presumed to increase the acceptability of the decisions reached. According to Innes and Booher (2010:6), It is assumed that procedural rationality will help ensure that final decisions are substantively rational and are able to make sense on a variety of grounds, including, for example, technical, administrative, legal, ethical, and stakeholder support criteria. Procedural rationality involves gathering, analyzing, and using information that is relevant to the decision, trust and the validity of a process are related. Jessa (2019:7) revealed that trust is a problem in any process involving individuals with a variety of interests and degrees of power, but that are significant benefits for the legitimacy of the process, the standard of decisions, and the efficient implementation of decisions when a variety of voices are included, and power is managed so that potentially marginalized groups do influence the outcomes. Stakeholders are more likely to accept a decision produced in a procedurally just manner. Increased "buy-in" to

decisions can reduce mistakes, delays, and legal action during project and policy implementation.

As indicated by Laurian and Shaw (2008:293) conversely, the interested public will be unsatisfied. Quick and Bryson (2016:5) argued that local communities may protest passionately if the participation process seems automatic manipulative. Quick and Bryson (2016:5) further indicated that while public hearings are the most common way for the public to participate and are crucial for ensuring accountability and openness in local government development planning, they are also frequently viewed as invalid because choices may have already been taken. According to Jessa (2019:7-8), making sure the development planning process involves a suitable range of interests, including those typically excluded from decision-making due to institutionalized disparities, is a major issue for participation. Innes and Booher (2004:419) indicated that indeed, the majority of public participations are, in fact, not inclusive, do not entail discussion or joint development of new understandings, but are instead focused on consulting the public to acquire information or just allowing people to express different viewpoints. According to Bryson (2007:9), in order to ensure that underrepresented and marginalized groups are at least taken into account and may have a forum to share opinions, stakeholder analysis and active management of conflict and power are required.

Bryson (2007:9), highlighted that involvement might increase marginalized groups' influence and serve as a strong framework for conflict resolution. According to Crosby and Bryson (2005:198), In contrast, dissent may be suppressed even as planning process sponsors assert their legitimacy by using a participatory approach; this places the emphasis on diversity on the status of the participants in a participation process. Quick and Feldman (2014:678), argued that this may also be associated with concerns about the representativeness of the people participating, for example in terms of socioeconomic diversity, relative to the people who have a stake in the policy decision. Concerns concerning whether substantively rational outcomes may be obtained and legitimated in decision-making by public engagement are frequently agitated by expertise and participation, encompassing a range of perspectives. Many concerns center on the nature and proper place of expertise in local governance. Quick and Bryson (2016:4), argue that taking into account the empathic, experienced understandings articulated through public engagement introduces significant information and values into decision-making processes and can offer a strategy for significant civic learning.

According to Ansell (2011), the challenge of designing participation processes and solutions to these concerns are not simple. Coursey and Norris (2008:525) portrayed that if the participation area is accessible and the participants are representatives; if the agency contributes to the process with a sufficient level of effort, skill, or honesty; and if the participants

have a say in how decisions are made, E-government structures would come in a wide variety. Bryson. Quick, Slotterback and Crosby (2013:29); indicated that a design science approach to public engagement makes apparent that procedures should be created and redesigned in light of innovative information and experience. The degree of centralization and authority of the various government institutions as well as the distribution of power among stakeholders are other context-based variations that are important to how effectively a particular strategy to participation will function.

2.2.5 Collaboration of municipalities to create public value for successful integrated development planning.

According to Ryan (2014:36), there is a role for civil community collaboration within local governments to identify citizens' aspirations. According to Mazzucato and Ryan (2022:347), Municipalities actions must be viewed as creating substantive value through the realization of these aspirations and citizens have an entirely legitimate role in defining and determining that value. Smith (2004:70) concluded that public managers are presented with a thoughtful challenge to make a circumstance for the value claimed to be created. According to Scott (2005:697), this requires a significant redefinition of the role of local governments to move beyond the inhibited roles adopted in Traditional Public Management (TPM). Further, this requires governments to engage with communities beyond more traditional forms of consultation. Municipalities are regarded as the level of government closest to citizens; local government is required to be explicit and transparent in terms of what can and cannot and will and will not be achieved during the process of integrated development planning in response to community aspirations. While at the same time local government is faced with the same challenges as other levels of government in terms of increasing demands and declining revenues.

Moore and Khagram, (2004:2) operational capability is a necessary requirement for the creation of public value. Whilst contextual factors, such as increased demands and declining revenues may limit operational capability to realize community ambitions, municipalities need not to make creation of public value unreachable. Shared decision-making regarding limiting contextual factors can lead to the creation of public value achieved in integrated development planning (IDP). Local government must pay attention to, and invest meaningfully in, understanding and negotiating public value through engagement with citizens. Bozeman, (2002:146), indicated that public values are inherently developed and expressed through electoral processes of representative democracy, non-political values can only be discovered by developing citizen capacity to explore public dimensions of these values through interaction and autonomous judgment. Moore and Khagram, (2004:2), noted that, through this process

of exploration, legitimacy and support, one of the necessary preconditions for public value creation can be realized. Moore and Khagram, (2004:3), mentioned that democracy expressed here through public participation has an inherent value. Although some values of democracy are a means to non-political values, others grow out of democratic processes. Participation completes individuals and in part enabling them to discover and develop their public dimensions in part by providing the kinds of interactions that develop capacities for independent judgments.

Bozeman (2002:148) observed that the policymaker is in a deliberative relationship rather than making decisions and then implementing the role to manage an ongoing process of public deliberation and education, through such processes that the foundations for public value creation can be established, tested, refined, and embedded. Establishing legitimacy and support for citizen aspirations through deliberative and educative processes can assist local government immeasurably in the realization of public value in (IDP). Clark (2021:201) indicated that the role of development planners is fundamental about improving the public environment including welfare of citizens by introducing a comprehensive approach that is the public interest. Integrated development planners examine community systems that create fair environment for society and local government planning. Molefane and Mashakoe (2019:475) indicated that the integrated development planning involves and engage general planning process that consists of community goals and visions that are determined and established via community participation, information gathering and implementation planning and monitoring. According to Clark (2021:211), the direct citizen participation in integrated development planning puts support on theories of democracy, planning process and the protection of freedom, legitimacy, and justice.

2.3 INTEGRATED DEVELOPMENT PLANNING IN SOUTH AFRICA

Dulisa (2013:39) mentioned that the integrated planning approach was launched after 1994 as a platform for previously marginalized municipalities to directly contribute to service delivery planning; change old and build new institutions; and to identify and priorities strategic development interventions with both short and long-term impact. According to Dulisa (2013:39), this process has provided an opportunity for municipal, provincial, and national representatives, as well as other major players, to debate and agree on long-term development strategies (over a 25-year period) and on more immediate ones (over a 5-year period) for a given municipality. Africa, Magwaza, Patel, Yusuf, Coetzee, Patel, Huebner, DPLG, and Rauch (1999), mentioned that the main focus in South Africa was and still is, to increase the rate of service delivery challenge, the dualistic nature of its economy, and generate sustainable economic growth. According to Kienast (2010:13), IDP is one of the key

tools for local government to cope with its new developmental role. Kienast (2010:13) points out that integrated development planning is now considered a function of municipal administration, as part of an integrated system of planning and delivery, in contrast to the role planning formerly played. According to Hanabe (2018:18) the IDP process should be used to make decisions on things like municipal budgets, land management, fostering local economic development, and institutional change in a participatory, methodical, and strategic way. However, integrated development plans are intended to guide the operations of any agency from the other domains of government, and the private sector in addition to informing municipal management.

Mashamaite and Madzivhandila (2014:228) state that the transformation was cleared by the south African constitution of 1996. In the past years of 1990, South Africa was faced with a shift of apartheid based local government structures with the work of local government negotiation forum. These prompted to the agreements for interim phase of local government to bring about the amalgamation of racially based structures that was the constitution of the country (Harrison 2007:179). The South African constitution of 1996 provided the principles under which the new IDP system would operate. The new system of development planning sets out the developmental mandate of local government that are responsible with the establishment of authority to control and interact with communities as part of the stakeholders of local development planning. Mashamaite and Madzivhandila (2014:228), argued that the reconstruction of planning in South Africa's local government was one of the greatest challenges facing new elected government. Apartheid in South Africa has impacted the local government in status of local government finances, capacity, and legitimacy. The local government transition has set in place by Local Government Transition Act, (Act No 209 of 1993), provided for an incomplete transition and the government identifies the need for more fundamental restructuring in line with the position of the new constitution. The IDP was introduced by 1996 amendment to the LGTA and was meant to be an instrument that assist local authorities in the objectives of the nationally sponsored reconstruction and development program (RDP).

Hanabe (2018:11) indicated that the South African IDP prepared a way for a new system that will put in place new legislation of local planning to ensure integration of rural and urban areas. After the local elections were held in 2000 the IDP system was put into practice and was implemented. As indicated by Harrison (2007:178), the South African IDP constituted of both the transitional and new systems of local government and was understood and accepted as a functional system. A study by Mathebula (2018:257) indicated that the South African government has rectified the battle of service delivery, challenges, poverty and unemployment by implementing a democratic dissipation. Mathebula (2016:563) mentioned that local

government was established to overcome challenges that affected community's growth and IDP was seen as a sphere of government that is closer to the community. Mathebula (2016:563); argued that through the legislation of south Africa, IDP was formulated in all spheres of government with a mandate of enhancing service delivery to communities that could not be reached by national and provincial government. Mokgalong (2016:5) indicated that the IDP in South Africa is seen as a faster version of developing locals in urban and rural areas implementing and satisfying the needs of community with the purpose of development and practicing sustainable development. As indicated by Mokgalong (2016:5) IDP is seen as the best paradigm for responding to the challenges of development and transformation in South Africa.

2.4 LEGISLATIVE FRAMEWORK ON THE PUBLIC VALUE PERSPECTIVE OF INTEGRATED DEVELOPMENT PLANNING IN SOUTH AFRICA

This section will present the legislative framework on the public value perspective of integrated development planning in South Africa which includes, the Constitution of the Republic of South Africa, 1996, the Local Government: Municipality Systems Act, (Act No. 32 of 2000), the White Paper on Local Government (1998), the Public Service Act, 1994 (Act No. 103 of 1994), the Public Finance Management Act, 1991 (Act No. 1 of 1991), the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and the National Policy Framework for Public Participation, 2007, The South African Local Government Transition second amendment Act; 1996, Promotional access to information Act, 2000 (Act No 2 of 2000).

2.4.1 The Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa 1996, Section 155 emphasizes the need for equitable distribution of resources and services to the population. The Constitution of the republic of South Africa, 1996 Section 157 provides that there should be participatory planning for ordinary citizens to have a say in the real problems affecting their lives. The Constitution of the Republic of South Africa, 1996 Section 157 entails that participatory planning implies that individual, groups and organizations should have access to information relevant to development and be able to participate in decision making process for the area in which community lives.

The Constitution of the republic of South Africa, 1996 Section 155 believes that greater participatory planning leads to greater local government community interaction that results in improved planning and development implementation at local level. The Constitution of the Republic of South Africa, 1996 Section 152 provide that the purpose of local government is to promote social and economic development and developmental duties of municipalities. The

Constitution of the Republic of South Africa Section 152 state that the municipalities are required to structure and manage their administration, budgeting, and planning process to give priorities to the basic needs of the community to promote effective use of resources.

2.4.2 The Local Government: Municipal System Act, 2000 (Act No. 32 of 2000)

The Local Government: Municipal System Act, 2000 (Act No. 32 of 2000) Section 23 determines that all municipalities must undertake a development-oriented planning to make sure that the objectives of local government are achieved. The Local Government: Municipal System Act, 2000 (Act No. 32 of 2000), Section 118 provides that municipality should provide principles and mechanisms that are necessary to enable municipality to move progressively towards the social and economic upliftment of local communities and ensuring universal access to essential service to all communities within the municipal area. The Local Government: Municipal System Act, (Act No. 32 of 2000) provides to accommodate the center standards, instrument and procedures that are important to empower districts to move dynamically towards the social and momentary upliftment of neighborhood economies.

2.4.3 The White Paper on Local Government (1998)

The White Paper on Local Government (1998) views that Integrated Development Planning as a way of achieving developmental government. The Integrated Development Planning intends to align scarce resources around agreed policy objectives and ensures transparent interaction between municipalities and residents, making local government accountable. The White Paper on Local Government 1998 gives municipalities responsibility to “work with citizens and groups within the community to find sustainable ways to address their social, economic and material needs and improve the quality of their lives”. The White Paper on Local Government of 1998 compels municipalities to ensure citizens act in initiating, formulating, monitoring, evaluating, implementation of decision making. The White Paper on Local Government of 1998 provide that community members should form part in the affairs of local municipalities. The White Paper on Local Government of 1998 state that Integrated development planning must be a tool for development of local government performance management and participatory process.

2.4.4 The Public Service Act, 1994 (Act No. 103 of 1994)

The Public Service Act, 1994 (Act No. 103 of 1994) Section 30 stipulates that public servant must act in the best interest of the public, act honestly in dealing with public money and report fraud and corruption. The Public Service Act, 1994 (Act No. 103 of 1994), Section 30, Sub-section (1)(a), prohibits employees from undertaking outside remuneration work without

approval. The Public Service Act, 1994 (Act No. 103 of 1994) Section 30 requires that a high standard of professional ethics must be promoted and maintained in public administration generally and all the employees in the Public Service have the responsibility to comply with the prescribed Code of Conduct.

The South African Public Service Act, 1994 (Act No. 103 of 1994) Section 33(b) entails that office-bearers and executives within public institutions, as the individuals at the grassroots are liable for the delivery of effective and efficient services can be authentic. The South African Public Service Act, 1994 (Act No. 103 of 1994) Section 27 to 28 serve as a quality assurance proclamation to the public and be responsible for a set of standards for appropriate conduct for members of the profession. The South African Public Service Act, 1994 (Act No. 103 of 1994) Section 33(2) emphasizes that the code of conduct challenges workers to identify with shared professional values that designate appropriate actions about acting in the service of the public good.

2.4.5 The Public Finance Management Act, 1991 (Act No. 1 of 1991)

The Public Finance Management Act, 1991 (Act No. 1 of 1991) Section 30 sets out specific obligation on organization of state to investigate unethical behaviour within the sphere of public procurement; these regulations are applicable to the national and provincial government department. The Public Finance Management Act, 1991 (Act No. 1 of 1991) Section 33 states that the Public Finance and Management Act regulates the management of finances in national and provincial government. The South African Public Finance Management Act, 1991 (Act No. 1 of 1991) Section 33 sets out the procedures for efficient and effective management of all revenue, expenditure, assets and liabilities and establishes the duties and responsibilities of government officials in charge of finances. The South African Public Finance Management Act, 1991 (Act No. 1 of 1991) Section 33 aims to secure transparency, accountability and sound financial management in government and public institutions.

2.4.6 The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003)

The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) Section 91(1) states that its mandate is to secure sustainable management of the financial affairs of municipalities in the local sphere of government with a mandate to secure sustainable management of the financial affairs of municipalities in the local sphere of government. The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) Subsection 2(b) states that municipality must save a significant capital investment that will derive

financial economic benefit. The Local Government: municipal finance Act, 2003 (Act No. 56 of 2003) Section 91(1) indicates that any unauthorised irregular wasteful expenditure is a criminal offence and there should be disciplinary proceeding against the person.

The Local Government: Municipality Finance Management Act, 2003 (Act No. 56 of 2003) Section 30 indicates that a financial officer must report all cases of illegal, irregular, expenditure and constitute criminal offence. The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) Section 20 emphasizes that national and provincial government must by agreement assist municipality in building the capacity of municipalities to efficient, effective transparent municipality to identify and resolve their financial problems. The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) Section 15 explains that national and provincial government and the public entities must in their fiscal and financial relations with local sphere of government promote co-operative government in accordance with meting the financial commitments of local municipality.

2.4.7 The National Policy Framework for Public Participation, 2007

The National Policy Framework for Public Participation, 2007 stipulates that participation entails that the government is committed a form of population which is genuinely empowering and not token consultation of manipulation. The National Policy Framework for Public Participation, 2007 emphasizes that public participation should involve a range of activities including creating democratic representative structures, assisting the structure to plan at a local level. The National Policy Framework for Public Participation, 2007 mandates to implement and monitor the plans using a range of working groups supporting community-based services and to support these local structures through CDWs.

The National Policy Framework for Public Participation, 2007 entails that in improving the accountability on ward and municipal structure to each other to the communities they serve. The National Policy Framework on Public Participation, 2007 mandate on building on commitment of the democratic government to deepen democracy. The National Policy Framework for Public Participation, 2007 entails that municipalities must ensure that integrated development planning and improvement programs from the government reach all needy communities in South Africa. The National Policy Framework for Public Participation, 2007 provides principles of community participation that outlines how communities participate in development of the society.

2.4.8 The South African Local Government Transition second amendment Act; 1996

The South African Local Government Transition second amendment Act; 1996 stipulates that a local government must consist of a local council, a metropolitan council, a metropolitan local council, a representative council, a rural council, and a district council. The Local Government Transition second amendment Act; 1996 section 10C (1) reflects that a metropolitan council shall adhere to the principles of co-operative government that is responsible for promoting an integrated economic development; the equitable redistribution of municipal resources; and the equitable delivery of services, so as to ensure that imbalances that may exist, are addressed. The South African Local Government Transition second amendment Act; 1996 emphasized that metropolitan council shall have the powers and duties listed in Schedule and conferred or imposed upon or delegated or assigned to metropolitan councils generally or to a specific metropolitan council by or under any law. The South African Local Government Transition second amendment Act; 1996 Provided that no power or duty shall be delegated or assigned to a metropolitan council without providing the sufficient resources for the exercise of such power or the performance of such duty and such duty delegation or assignment shall be by agreement. The South African Local Government Transition second amendment Act; 1996 stipulates that the delegation or assignment shall be made on a basis which will ensure the sustainability and practicability of the exercise of such power or performance of such duty.

The South African Local Government Transition second amendment Act; 1996 section 10 (d) mandates that a metropolitan local council may exercise any power or perform any duty concerning a matter which is reasonably necessary for or incidental to the effective exercise of its powers or the performance of its duties. The South African Local Government Transition second amendment Act; 1996 section 10(d) articulated that the representative council shall within its area of jurisdiction have those powers and duties. The South African Local Government Transition second amendment Act; 1996 section 10(d) further articulated that the MEC may, in consultation with the Minister and after consultation with the representative council concerned and the district council concerned, by notice in the Provincial Gazette identify as a power or duty of the representative council concerned. The South African Local Government Transition second amendment Act; 1996 section 10(d) indicates that such representative council shall be competent to exercise such power or perform such duty within its area of jurisdiction and shall have any other power or duty conferred or imposed upon or delegated or assigned to representative councils generally or to a specific representative council or a category of representative councils by or under any law.

2.2.9 Promotional access to information Act, 2000 (Act No 2 of 2000)

Promotional access to information Act, 2000 (Act No 2 of 2000) section 88 stipulated that, If no provision for the correction of personal information in a record of a public or private body exists, that public or private body must take reasonable steps to establish adequate and appropriate internal measures providing for such correction until legislation providing for such correction takes effect. Promotional access to information Act, 2000 (Act No 2 of 2000) Section 21 articulates that if the information officer of a public body has received a request for access to a record of the body, that information officer must take the steps that are reasonably necessary to preserve the record, without deleting any information contained in it, until the information officer has notified the requester concerned of his or her decision. Promotional access to information Act, 2000 (Act No 2 of 2000) further articulates that If an information officer fails to give the decision on a request for access to the requester concerned within the period contemplated, the information officer is regarded as having refused the request.

Promotional access to information act, 2000 (act no 2 of 2000) section 31 stipulated that a requester whose request for access to a record of a public body has been granted must, if the record exists in the language that the requester prefers, be given access in that language; or does not exist in the language so preferred or the requester has no preference or has not indicated a preference, be given access in any language the record exists in. promotional access to information act, 2000 (act no 2 of 2000) section 32 indicates that the information officer of each public body must annually submit to the human rights commission a report stating in relation to the public body the number of requests for access received and the number of requests for access granted in full; promotional access to information act, 2000 (act no 2 of 2000) section 36 articulates that the information officer of a public body must refuse a request for access to a record of the body if the record contains a trade secrets of a third party; financial, commercial, scientific or technical information, other than trade secrets, of a third party, the disclosure of which would likely cause harm to the commercial or financial interests of that third party; or information supplied in confidence by a third party the disclosure of which could reasonably be expected.

2.5 THE IMPORTANCE OF INTEGRATED DEVELOPMENT PLANNING

This section presents the importance of IDP which includes Effective use of scarce resources; Integrated development planning helps to speed up delivery, the strengthening of democracy, overcoming the legacy of apartheid, promotes co-ordination between local, Provincial, and national government.

2.5.1 Effective use of scarce resources

According to Africa, Mangwaza, Patel, Coetzee, Feldman, Huebner, Majozi and Raunch (1999), the Integrated development plan is meant to help municipality to focus on most important needs of local communities considering the resources available to local level. Africa *et al.*, (1999) pointed that through the IDP, the municipality is informed about the problems affecting its municipal area and being guided by information on available resources, the municipality can develop and implement appropriate strategies and projects to address problems. Musitha (2016:48) indicated that IDP came as a strategy to stabilize the class difference between the rich and poor marginalized by implementing the tools of redistribution of basic service such as water electricity and roads to the communities.

2.5.2 Integrated Development Planning helps to speed up delivery.

According to Mzimela (2013:14), municipalities should increasingly seek to establish partnerships with other stakeholders in the provision of services through ensuring interaction and communication and the building of alliances around local development. Africa *et al.*, (1999) further emphasize that the IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation can be achieved when the relevant stakeholders have been part of the process. According to Dlulisa (2013:48), the Integrated Development Planning provides deadlock-breaking mechanisms to ensure that projects and programmes are efficiently implemented. The integrated development planning helps to develop realistic project proposals based on the availability of resources.

According to Mathebula; Nkuna and Sebola (2016:73); the IDP is a tool to be utilized by respective municipalities to enhance service delivery and for an IDP to be in place there is a need for integrated development planning as a process. Mathebula, Nkuna and Sebola (2016:73) refer Integrated Development Planning as a participatory planning process aimed at integrating sectorial strategies, to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that promotes sustainable growth, equity and the empowerment of the poor and marginalized. Madzivhandila and Maloka (2014:656) argued that IDP is viewed as a management planning tool for enhancing service delivery within local government. Mubangizi (2007:10) there are various reasons why a municipality should have an IDP. Amongst other reasons, the IDP helps a municipality to effectively use resources to satisfy the most critical needs for communities. The IDP also assists in ensuring the enhancement and speeding up service delivery. Asha, (2014:399); indicated that the IDP, as referred to as a business plan can be used as an instrument for raising funds from investors and other external stakeholders. Furthermore, the IDP can be used as an instrument for promoting intergovernmental relations. According to Mathebula,

Nkuna and Sebola (2016:78); the success of the IDP means the improvement of service delivery as all and most services incorporated within will be delivered to communities. According to Phago (2009:484), pertinent implementation of the IDP in a municipal environment ensures acceleration of service delivery.

2.5.3 Integrated Development Planning helps to strengthen democracy.

Mzimela (2013:19) mentioned that IDP decisions to be taken in a democratic and transparent manner when there is active participation of important stakeholders. According to Mzimela (2013:19), the IDP helps provide equal democracy for community member to take part in decision making in the development that affect people's lives. Local development planning tried to ensure the link between integrated development planning and promoting a free democracy for society. As indicated by Subban and Theron (2012:21), the IDP has since become synonymous with the new democratic government planning model to respond to socio-economic challenges facing local government in societies. According to Mathebula (2018:265), democracy was strengthened by the new role of local development planning that included the provision of basic service, creation of jobs and promoting democracy and accountability and eradication of poverty. Subban and Theron (2012:21), indicated that Municipalities are not only required to meet the present needs of communities but must ensure informed projects that covers future demands in order. Hanabe (2018:12) mentioned that the dawn of new democratic state in South Africa required the developmental local government in the country/society to develop and adopt strategic, creative, and integrated approach to governance of municipalities with the aim of addressing challenges associated with service delivery and meeting basic needs of the citizens. Hanabe (2018:13) further mentioned that democracy was achieved in the integrated development planning by adopting and implementing people centered approach in order to curb the development inadequacies and injustice of the past. Mashamaite and Madzivhandila (2014:228) argued that this requires active partnership between the public private sectors as well as the rest of the civil society to participate in the development planning of local communities for effective service delivery. Mashamaite and Madzivhandila (2014:228:) concluded that democracy was achieved in order to promote a participatory approach to develop municipalities.

According to Phago (2009:484), the link between IDP and democracy has become more relevant in the South African context, where IDP is seen not only to play a pivotal role but also to enhance local democracy and good governance by ensuring that the needs of the people are prioritised. Phago (2009:483), indicates that there is an overall agreement that IDP is a key mechanism for the success of the local development process and that there must be participatory systems through which the views of the community can be heard and contribute to

policy formulation. Hence, Bryson, Slotterback, quick and Crosby (2013:23) argue strongly that the ward committee system is a relevant representative system through which suggestions and ideas of the community are heard and implemented in the policy formulation framework of participatory approach and government leaders, officials and community leaders have a long recognized the value of public participation. Bryson *et al.*, (2013:24) argued that IDP plays a key role in reflecting and creating citizenship by showing community members that the input and ideas of society matter in the process of strengthening Integrated development planning ensures good governance of municipalities in being accountable, transparent and responsive and having an ethical culture.

2.5.4 Integrated development planning helps overcome the legacy of apartheid.

According to Kienast (2010:1), Municipal resources are used to integrate rural and urban areas to extend service delivery, in the past year's inequality was a reality for many people, the constant increasing gap between the rich and poor. Blacks were denied equal rights compared to white people. Kienast (2010:1) designates that access to opportunities and participation in society was largely judged and determined by race. Mokgalong (2016:17) interpreted that integrated development planning was seen as a way of hope that coordinated on the regional level that would solve some consequences of apartheid. The IDP promoted local Municipalities to interact with one another in order to ultimately bring about prosperity to the region. As noted in, Mokgalong (2016:17), this was accompanied by a shift in the allocation of responsibilities for the implementation of strategies that were aimed at redressing the legacy of apartheid. IDP was a requirement of overcoming the inappropriateness of planning that was implemented in the past. This local planning was supported by the practice of IDP that became stronger through legislation that were put in place.

2.5.5 Integrated Development Planning helps promote co-ordination between local, Provincial, and national government.

Dlulisa (2013:48) emphasizes that Integrated development planning helps the different sphere of government work together in a coordinated manner to improve the quality of life of all people living in an area. Dlulisa (2013:48) further states that the Integrated Development Planning (IDP) provides an opportunity for stakeholders to represent the interest of their constituencies and provides a structure for discussion, negotiation and joint decision making. According to Africa Mangwaza, Patel, Coetzee, Feldman, Huebner, Majozi and Raunch (1999), the (IDP) also ensures that proper communication between all stakeholders and municipality are met. As indicated by Mabuza (2016:17), the IDPs should be informed by national and provincial developmental priorities and this emphasizes the implementation of IDP as a tool to effect

cross-sphere co-ordination and planning, the national and provincial government, as well as the private sector participate in the IDP to commit resources towards plans, projects and programmes.

2.6 COMMUNITY PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLANNING PROCESSES

A study by Govender and Reddy (2011:64), argued that community participation and IDP process are locally based planning instruments that could enable municipalities and communities to respond to poverty, unemployment, and inequality. Heydenrych (2008:702) indicated that this development planning approaches are based on the principle of inclusive and representative consultation and participation of all residents, communities, and stakeholders in local governance. Madzivhandila and Asha (2012:372) argued that this approach to planning involves the entire municipality, stakeholders, and citizens in finding the best solutions to achieve long-term development objectives. Tshabalala and Lombard, (2009:397) argued that IDP is viewed as bridging together of many stakeholders as possible to delineate, define and promote their common interest. Tshabalala and Lombard, (2009:397) argued that (IDP) enables communities and local stakeholders to define goals, needs and related priorities in a municipal area. Mubangizi (2007:9) elaborated that this could be achieved through structured participation and establishing the conditions for public's involvement throughout the cycle of planning, implementation, monitoring, evaluation, and review. According to Madzivhandila and Maloka (2014:655), municipalities should be responsible for the coordination, the IDP and ensure adequate involvement of all stakeholders in the area. This process could lead to the empowerment of the community and enhancing capacity to influence the IDP process in a meaningful way.

South Africa's government associate's community participation in the IDP process with democracy and governance. Community participation in IDP processes is viewed as one of the ways of enabling interaction between local government and citizens. Govender and Reddy (2011:64) explain that the rationale for integration in planning is based on acknowledgement that there are many challenges facing communities, and that integrated development planning would help municipalities to resolve these challenges. Govender and Reddy (2011:66) further attests that IDP allows for co-ordination between different stakeholders and municipalities to better understand the dynamics that exist in their development areas and enable them to meet the needs of communities and improve quality of life by developing clear visions and strategies. Ababio (2007:642) indicated that as a result, possible methods for community participation in the IDP processes prescribed by legislation include the use of IDP Representative Forums and ward committees. Nzimakwe and Reddy (2008:668) noted the

role of the IDP Representative Forum is to ensure representative participation in the IDP process. The significance of this forum is to ensure that interests of various stakeholders and communities are represented in the IDP process (Njenga: 2009:16). The forum also facilitates a way in which debates, negotiations and decision-making can take place among various stakeholders and local government. This forum allows communication between various stakeholders and local government moreover this serves to monitor the performance of the planning and implementation process of the IDP (Maloka and Madzivhandila: 2014:655).

Ababio (2007:642) mentioned that the ward committees are expected to play a major role in ensuring participation of citizens in the IDP process. The role can be achieved by organizing IDP participation processes at ward level through community-based planning. Heydenrych (2008:703) indicated that this kind of planning requires functional ward committees which develop plans for their own wards, and link ward priorities to the integrated development planning of the municipality. The councilors, municipal officials, and ward committees' members have the responsibility to ensure that plans of a municipality reflect the needs of its citizens, therefore, without community participation developmental local government being meaningless and the IDP of any municipality to be devoid of reality.

2.7 PUBLIC ADMINISTRATION THEORIES ON IDP

According to Abdulai (2017:7), Public Administration theory on IDP proves set of solution to the challenges of local governance. These draw heavily on the Weberian perception of the world in weber political thought. Abdulai (2017:10) mentioned that Public Administration is seen as essential to cope with the complexity of modernity and delivering order and IDP to the local governance processes which include political leadership, party, and bureaucracy. Abdulai (2017:10) emphasized that public administration theory should help address issue from public sector perspective based on public sector values that include development plan for local citizen to benefit and be part of the IDP. Public administration provides numerous services and serve the interest of the public. Public administration ensures that security and protection of life and property of the members of society by maintaining proper law and order that consist of IDP being a legal requirement for local government to run successfully. According to Bourgon (2007:8), public administration are vehicles for expressing the values and presences of citizens, communities and society and preference that may be constant, and others change as society evolves.

Van der Waldt (2018:9) explains that Public Administration theory is referred to the convergence of history, organizational, theory, social theory, political theory and related studies focused on the meanings, structures and functions of public/civil service/bureaucracy in the various forms. According to Van der Waldt (2018:9), Public administration is a thought

of dimensional phenomenon involving the interaction, interdependence and collaboration of government, politics, economics, technology, legal issues, social and cultural contexts. According to Klijin (2008:300), Public Administration as an academic discipline focused strongly on the stable elements and appearance of government and especially on formal organizational structure such as bureaucracy. Klijin (2008:300) further mentioned that in most public administration theory, the dominant assumption was that organizations were unified, rational actors; these means that, the public administration theory was enhanced by the well-known conceptual move from government to governance with the complexity of understanding modern government to governance processes. Katsamunskaja (2012:74) mentioned that the classical approach of public Administration derived from Weber, Wilson and Taylor largely dominated most of the 20th century. According to Katsamunskaja (2012:75), understanding the changes and reforms in the system of public administration needs society to understand traditional model of governance. Public Administration theory has been regarded as the most successful theory of the public sector management. Public Administration is characterized by the formal control of the political leadership based on a strictly hierarchical model of bureaucracy motivated by the public interest, serving and governing party equally.

2.7.1 Public Administration within local municipalities

Uwizeyimana, Kealeboga and Maphunye (2014:90) argued that Public Administration has experienced a continuous shift from one theory to the other well over 100 years. Coetzee (2012:16) mentioned that public administrations a particular kind of administration is concerned with the executions of laws, rules, and regulations of the government of countries. These include public administration as a practice concerned with ensuring the community needs are achieved through implementation of policy. Public administration in local government is a prerequisite for development planning. According to Coetzee (2012:34), the study of administration was a necessary, given the complexity of running a government. Coetzee (2012:34) further entails that executive functions of government are so complex and impossible for a public official without special training and equipped with only a lay knowledge of state activities.

Shafriz, Russels Borick, and Hyde, (2017:35) mentioned that organizational efficiency and economy entail what government can do to achieve its objectives, while utilising the scarce resources at hand, Shafriz, *et al.*, (2017:35) further argued that these can be achieved in an environment where there is a strong balance between knowledge and capability of those tasked with the responsibility at hand. Shafriz, *et al.*, (2017:35) argued that there is an existence of major distinction between politics and administration. Public administration is the use of managerial political and legal theories and processes to fulfil legislative executive and

judicial mandates for the provision of government regulatory and service functions. Rosebloom and Kravchuck (2009:5) argue that public administration is different from private administration. Rosebloom and Kravchuck (2009:5) further argued that public administration is governed by constitutions and must act in the interest of the public rather than the individual's interest. Rosebloom and Kravchuck (2009:15) mentioned that public administration increases the provisions of services in local government. Rosebloom and Kravchuck (2009:15) argued that public administration is engaged in regulation of the public. Rosebloom and Kravchuck (2009:15) mentioned that the services provided by government are highly regulated and require the public administrators to implement the regulations through policies approved by the legislative. Public administration in integrated development planning base support on theories of democracy of the planning process and protection of freedom legitimacy and justice.

2.8 ROLE PLAYERS OF IDP

This section will present the influence of municipality on IDP decision making and participation, the influence of communities on the IDP decision making and participation; ward committees, the guidelines, and duties that municipalities may delegate to ward committees.

2.8.1 The influence of municipalities on IDP decision making and participation.

Valeta and Walton (2008:373) indicated that the local government sphere plays an important role in the provision of public goods and service to the communities in South Africa, moreover the effectiveness of Municipalities in this Sphere to deliver a mandate is largely dependent on the ability to plan and allocate public resources in a Sustainable manner. According to Smith (2011:515), community participation in decision- and participation often involves a one-way flow of information from the municipality to the local community members. Malefane and Mashakoe (2008:473) argued that through the decision-making strategy, a municipality consults the community before making any decisions. Examples of decision-making strategies include public meetings and public hearings. Smith (2011) expresses that this form of community participation allows community members to freely make suggestions, for example, suggestion boxes at the municipality for citizens to give different suggestions on issues.

2.8.2 The influence of communities on the IDP decision making and participation.

Van Rooyen (2003:135) further emphasized that participation should move beyond more demand's association with protests, politics by incorporating in a mere involved and participatory role. This calls for a more realistic and appropriate concept of participation based on a close relation between the state and civil society. According to Mafunisa and Xaba (2008:452), the municipal ward committees and IDP represent active forums are the arena's

which integrated development planning takes place. Mafunisa and Xaba (2008:458) further argued that the key fundamental is that decisions about development are viable, effective, and sustainable when people affected are integrally part of the decision-making and implementation of any development planning.

According to Petunia and Selepe (2020:10), community-based planning is a community participation strategy in participatory planning and decision-making designed to promote community action and linkage to the municipality's IDP. Petunia and Selepe (2020:10) maintain that community-based planning empowers communities to plan and enables the municipality to understand and plan comprehensively for community needs. Community-based planning also promotes a bottom-up approach to planning as opposed to the accustomed top-down approach. Williams (2006:197) assumes that community residents should have the right to set the direction for their community's future. Hence, community-based planning creates a sense of community ownership in terms of service delivery and development of integrated development planning. Petunia and Selepe (2020:3), argued that community-based planning more importantly guarantees that the poorest of the community and the marginalized sectors of society will take part in local development planning of governance. Local empowerment can also be used as a strategy to hold local government accountable for decision -making.

2.8.3 Ward committees

Ward committees have become a significant institutional tool for achieving democratic, participative, and people-centered local administration since 2001. Community councils are intended to bridge the gap between communities and their political and administrative systems, complementing the work of elected councilors (Khuzwayo: 2009:2). According to Khuzwayo (2009:2); Ward committees have gotten a lot of attention from both governments and civil society, and large expenditures are already being made to make sure that these structures have the capacity and resources to fulfill their intended role as the voice of the community's, according to Khuzwayo (2009:2). Ward committees, as stated by Smith and Jaap der Visser (2009:2), offer a crucial avenue for residents to have their say at the municipal level.

2.8.3.1 The guidelines and duties that municipalities may delegate to ward committees.

According to Mafunisa and Xaba (2008:452), Ward committees are authorized to act as an official, specialized participation organization in the municipality and to establish formal, unbiased channels of communication as well as constructive partnerships between the community and the council, this includes supporting the ward in identifying issues and residence needs, the WDC, according to Khuzwayo (2009:2), provides advice and

recommendations to the ward councilor on problems and policies impacting the ward. The municipalities ensure that WDC,S spread information about municipality issues in the ward, taking questions and concerns from residents about the delivery of municipality services, communicating these to council, and giving feedback to the community. Naidoo and Rampal (2018:84) state that the WDC, S make sure that there is positive and peaceful contact between the positive and harmonic interaction between the parties.

2.8.3.2 Ward committees as the conduits of public participation in local government sphere

Public engagement is necessary to ensure that people are taking an active role in their own development and that democratic norms are upheld by local government. Abaibo (2007:616) indicated that the mandate of a ward committee is to enhance participatory democracy in local government. According to Mnguni (2018:36), the function of ward committees includes making recommendations to the ward councilor or the council, the executive mayor and executive committee on any matter affecting the ward. Mnguni (2018:36), further indicated that Ward committees were formed as a public participation structure that promotes and protects the rights of the local people to participate in their own development. Research reports that many municipalities are faced with various problems when it comes to the functionality of these structures. Research conducted by Smith and De Visser (2009:90) found that ward committees are not functioning as planned due to many reasons such as political control and the fact that many councilors align to the functionality of the ward committees with their political parties, and this has led to people being excluded and are not active to the system". This has become a serious challenge since public participation does not only promote service delivery and development, but it helps build the local government based on democratic principles. Additionally, Mnguni (2018:36) emphasize that ward committees have always been seen as a structure that represents the entire people at grassroots, to an extent that people who are illiterate and politically inactive do not have an idea on the functionality of ward committees as a public participation mechanism.

2.9 STRENGTHS OF THE IDP

The IDP is a development instrument that is focused on the needs of the people and mandates that local governments adopt programs that are inclusive, consultative, responsive, participatory, strategic, and performance driven (Dlamini and Reddy 2018:12). This section presents participatory approach to development; the IDP as a pro-democracy development tool; the IDP as a way of improving municipality performance.

2.9.1 Participatory approach to development

As stated on the White Paper on Local Government, (1998), by encouraging all stakeholders to participate in decision-making, prioritizing their requirements and needs, developing solutions to current problems, and observing and evaluating the provision of necessary services, community participation aims to advance people's voices and democracy. As indicated by Dlamini and Reddy (2018:27), the implementation of the IDPs has taken the community participation agenda forward. As a way of promoting transformation and development, the Local Government: Municipal Systems Act, No 32 of (2000) stresses the importance of municipalities building and promoting a conducive and appropriate environment for people to take part in matters that affect them, including the drafting and implementation of the IDP. Madonsela (2010:4) pointed out that local governments ought to help residents develop capacities to participate in the governance of the municipality. According to Williams (2006:198), the IDP must establish a conducive atmosphere to encourage residents' active engagement as well as monitoring and assessment procedures that speak to accountability and transparency. Dlamini and Reddy (2018:13) argued that the individuals in Communities who are intended to be the primary beneficiaries of a particular development project must be included in the formulation and implementation process of programs meant to accomplish certain clear socioeconomic goals. Dlamini and Reddy (2018:13), proved that most sustainable development occurs when the development's precise vision and goals are derived from local, grassroots knowledge as opposed to being derived from outsiders who lack indigenous understanding. Initiatives must be locally produced by people of the community for the community in order to be successful. Williams (2006:197), showed that the majority of sustainable development occurs when the development's specific vision and goals come from local, grassroots knowledge rather than those that do so from outsiders who lack indigenous knowledge, for initiatives to be successful, these initiatives must be locally developed by community members for the communities. Additionally, Williams (2006:197) emphasized that robust community involvement in decision-making, designing, planning, and implementation generally promotes the acceptability of local government. Community involvement is crucial for the growth of a community and gives individuals the chance to take charge of their own life. Williams (2006:199) indicated that by fostering community involvement, openness, transparency, and community empowerment, community participation eliminates the top-down system of decision-making, in which all choices are made at the management level for the communities. Mziba (2020:27) indicated that according to an extended interpretation, this top-down strategy could result in communities losing interest in or obstructing the programs and initiatives the municipality wants to carry out because no agreement would have been established on the community's top requirements. Mziba (2020:26) emphasized the possibility

of community members staging large-scale service delivery demonstrations as a result of a lack of openness, transparency, and community involvement. According to Mdlalose (2016:25), by using a participatory method of communication that considers the requirements of community members as well as other stakeholders involved in planning and decision-making for community development, the frustrations can be alleviated.

2.9.2 IDP as a pro-democracy development tool

The IDP outlines all the local government projects and plans of that municipality. According to Asha and Makalela (2020:13), The IDP is viewed as a tool that has transformed the mindset and institutions of apartheid into a potent strategy that offers transformation for local governments and communities. Asha and Makalela (2020:13), further argued that the philosophy of the IDP is that local government must move away from a disjointed, uncoordinated, and isolated planning to integrated planning, all-inclusive and synchronized development planning and execution. Dlamini and Reddy (2018:14) asserted that the IDP procedure is seen as a crucial government tool for addressing and reversing the structural injustices created by the apartheid regime, highlights the genius of the policy design for IDP that reconciles the democratic aspirations of South Africans with the service-delivery imperative, which can only be addressed through systematic, incremental, and collaborative effort over the long term. As indicated by Dlamini and Reddy (2018:14), by promoting and prioritizing a generated development agenda, the government uses the IDP as a means of carrying out its national constitutional commitments. According to Dlamini and Reddy (2018:14), by addressing social, economic, and ecological imbalances and advancing sustainable development in a just and dignified way, the IDP seeks to advance integration at the municipal, district, province, and national levels. Cloete, Merrifield and Masiteng (2003:16) claimed that the IDP gives local governments the chance to take the lead in tackling sustainable development concerns through participation, community involvement, and citizen empowerment. Madonsela (2010:4) However, the proponents of the IDP understand that development issues are complex, multidimensional and contextually and territorially appropriate.

2.9.3. IDP as a way of improving municipal performance.

According to Radnor and McGuire (2004:246), the integration, transformation, and effectiveness of public organizations depend on an awareness of the culture, history, triumphs, and issues currently encountered by municipalities in service delivery. Radnor and McGuire, (2004:246) further explained that the establishment of an integrated performance management system (PMS) to measure municipal history, lessons learned, foster teamwork,

create an organizational vision, foster employee engagement, and enhance staff competence, all of which will improve organizational performance.

2.10 THE BENEFITS AND IMPLEMENTATION OF IDP

This section will present Implementation of development planning in local spheres of IDP and service delivery implementation. According Oranje and Van huyssteen (2007:5) it is necessary to demonstrate the effectiveness of an integrated development planning in action and in terms of results. Many IDPs have proven to be more successful than expected. Oranje and Van huyssteen (2007:5) indicated that IDP will help local governments deploy scarce resources in a targeted and long-term manner. It was further suggested that a well-structured IDP gave towns a way to get funding for development initiatives, enabling better policy and action cooperation between the municipalities. Mathebula; nkuna and Sebola (2018:71), emphasize that the implementation of IDP serves as basis in which service delivery can be Improved in municipalities, failure to properly, efficiently implement the IDP could mean that services incorporated within are not delivered to communities. Mathebula et al., (2018:73) highlighted that IDP is a key tool for guaranteeing the integration of local operations with other development planning domains at provincial, national, and international levels by serving as a venue for discussion and engagement. Mathebula et al., (2018:73), suggested that IDP is a crucial tool for ensuring the integration of local operations with other development planning areas at provincial, national, and international levels since as this tool acts as a framework for dialogue and interaction. According to Van der Waldt (2014:111), the IDP assists a municipality in learning about the development issues affecting its municipality area so that, with guidance from knowledge of the resources available, planning can be carried out with appropriate strategies and projects to address the issues municipalities are experiencing. Van der Waldt (2014:11) further outlines the following benefits of integrated development planning:

- The IDP is a method for accelerating service delivery by: - Ensuring an informed, quick, and sustainable decision-making process; - Obtaining buy-in for implementation from all role-players; - Providing a tool that directs where investment should occur; - Arriving at realistic project proposals by taking limited resources into consideration.
- The IDP acts as a change agent and strengthens democracy and institutional change by ensuring that choices are made democratically and transparently rather than by a small number of powerful people.
- The IDP serves as a vehicle to facilitate communication. In order to implement the aim of really developmental local government, the IDP offers a platform for interaction within the municipality between officials, councilors, community members, the private

sector, and other role-players. Additionally, it promotes intergovernmental coordination by making it easier for the three realms of government to communicate with one another.

- The IDP needs to deal with the social and economic inequalities in the community. In order to improve the living conditions of the poor, integrated development planning should include this in its outputs. Through IDP, poverty alleviation can be accomplished by recognizing and prioritizing poverty issues; creating multi-sectoral development strategies for poverty alleviation; creating operational strategies that prioritize including the poor in project implementation; encouraging job creation through local economic development initiatives; and creating spatial frameworks that allow for the spatial integration of the poor into the economy.
- By tying the municipal budget to the IDP, as required by law, the IDP process makes it easier to budget in line with planning. To ensure that the budget is used effectively, determining the priorities in collaboration with the community and other stakeholders is essential. Without a targeted budget, strict financial control and efficient financial management are impossible.
- IDP serves as a means of ensuring local corporate governance by upholding the harmony between: Economic and social objectives; Individual and communal aims; and – to the greatest extent possible – the interests of people, businesses, and society.

This section outlined the IDP as a tool that is essential in attracting other funding's. The Integrated Development Plan does serve as a framework for the municipality's development, enabling it to gradually realize a vision over time and has acted as a source of guidance for municipal employees, at the same time, IDP also provides some insight to the local populace regarding the current difficulties the municipality is facing., and how challenges can be solved in terms of equal distribution of service. The inclusive, interactive, transparent, and participatory nature of the IDP is crucial in the strengthening of local democracy by giving an opportunity to community members to participate and develop wellbeing within the society. The section provided the importance of IDP as communication tool that allows integration within community enables and Municipality representative. This section elaborated the importance of participation in decision making as an implementation strategy of IDP to be a successful plan.

2.10.1 Implementation of Integrated Development Planning in local spheres

According to Molefane and Mashakoe (2019:481), in South Africa's attempts to develop local administrations and IDP implementation remain a challenge, the demonstrations against the violent delivery of services show that local governments have failed to fulfill their responsibility to promote growth. Musitha (2016: 45), observed that converting IDPs into programs to deliver services to the population presents implementation issues to local government. Additionally, research indicates that difficulties with the local level implementation of the IDPs include a lack of commitment and a capacity problem. Rusnaini (2016:807) mentioned that numerous studies have also revealed that the execution of programs and projects have generally lacked sustainability and have been insufficient, delayed, and have had little influence on the lives of recipients. Molefane and Mashakoe (2019:475) further demonstrated that the lack of local sustainability in many development programs, for instance, due to inadequate planning and execution, many initiatives connected to services and development are still debatable in terms of their sustainability. According to Musitha (2016:45), communities frustrated by the slow pace of service delivery have taken to the streets in violent protests around the nation as a result of the failure of municipal development programs and projects. Asha and Makalela (2020:3) indicated that the general state of affairs suggested that local administrations, particularly those in rural areas, had struggled to address the pressing needs of the entire community.

According to Musitha (2016:57), project consolidation was resumed in response to local governments' inability to provide appropriate services to the public, and intends to increase public involvement in identifying needs, developing capacity, combating corruption, and deploying specialists to strengthen local government. Integrating environmental sustainability concerns in integrated development planning and decision-making processes is another aspect of sustainability. Asha and Makalela (2020:4)) stated that the creation and execution of IDPs should take into account an integrated sustainable approach to planning, as shown in models of development planning. Asha and Makalela (2020:12) further contend that the planning process' economic, social, and environmental aims need to be balanced. IDPs' failures and disappointments with regard to monitoring and evaluating them generally resulted from the IDPs' lack of adequate reviewing, monitoring, and evaluation procedures. Likewise, Harrison (2008:322) insists that it is challenging to judge how the integrated development planning process is being implemented in South African local governments. This is mainly because of the complex nature of IDPs. Goldman and Reynolds (2008), the IDP process should be simplified to the level that rural local municipalities can conceptualize and operationalize the process effectively. Phago (2009:490), articulated that there are serious planning and execution issues that many municipal administrations face. Furthermore,

previous research indicated that there is a significant work to be done in South Africa to enhance community service delivery. Despite the efforts made by the post-apartheid administration, there is evidence of service deterioration, including poor health care, declining educational levels, and a severe housing crisis (Nengwekhulu, 2009:342). The whole situation implies the need to improve local planning and implementation of development initiatives.

Asha (2014:398), argued that increasing the quality of life at the local level requires participatory local planning and implementation of development programs. According to Cash and Swatuk (2011:54), the main issue in South Africa is the poorly planned and carried out development programs. Asha (2014:398), suggested that a key component influencing the results of the development planning process can be seen in the planning and implementation of IDP. According to Asha (2014:397), Municipalities should evaluate seriously how to develop and carry out programs and policies to enhance the quality of life of their residents, development planning should be understood as a process of formulating and implementing programmes and policies. Adoption and implementation of participatory empowered, integrated, and sustainable approaches to development planning can lead to the implementation of IDP. According to komma (2012:55), the implementation of IDP includes arrangements administration and management as well as execution of project activities.

2.10.2 The IDP and service delivery implementation

Meyer (2014:624) mentioned that in order to achieve dynamic local development, all aspects of local communities, including the economy, social welfare, environment, and political issues, need to be addressed in an integrated and holistic manner. This is because academics, development practitioners, and stakeholders around the world recognise the important role of local economic development and IDP in order to create jobs, alleviate poverty, and implement in quality of life. According to Asha and Makalela (2020:07), the local government greatly values IDP as a method for eliminating service block log deliveries. According to Asha and Makalela (2020:07), IDP is highly recognized by local government as a tool that eradicates the delivery of service block logs. Asha and Makalela (2020:07) Moreover, it implies that the IDP oversees local government planning that aims to give priority to community needs and incorporates community-based planning. Mashamaite and Madzivhandila (2014:228) argued that in order to effectively plan and implement IDP, it is important to notify local government about the social and service delivery needs that affect the affected areas.

The Integrated development planning (IDP) covers development plans for public and private sector development initiative. Hanabe (2018:11), asserts that IDP is a technique for determining the needs of the community in relation to the available resources or the budget. Mokgalong (2016:31) mentioned that the IDP serves as a mechanism within which the

performance of the municipality can be measured. Mukwevho and Mtapuri (2014:45) argued that Integrated Development Planning is a new method of local governance that, according to the argument, incorporates the entire municipality and the people in identifying ideas for attaining successful long-term development, the strategy is developmental in character since comprehensive, all-inclusive, democratic public participation is a requirement for integrated development planning.

2.11 THE PHASES OF IDP

This study declares that the IDP process consists of five phases which need to be followed by all municipalities. This section presents the Phase 1: Analysis, Phase 2: Strategies, Phase 3: Projects, Phase 4 Integration and Phase 5 Approval.

2.11.1 Phase 1: Analysis

Mogaladi (2016:13), suggested that this phase deals with the current circumstances in the local area, which involves a focused investigation of the kinds of difficulties experienced by the residents of that municipality. Sowman and Brown (2007:700) argued that it has been stated that these issues include inadequate service delivery, crime, unemployment, and a housing shortage. Sowman and Brown (2007:700) further argued that this phase plays a role in identifying the priority concerns is crucial since the municipality might not have adequate resources to solve all the issues raised by various community segments. Molaba (2016:64) mentioned that phase 1 includes the information required for drafting an IDP which includes information collected and identified. According to Scott (2005:700), Phase 1 comprises of the meetings/ negotiations with the provincial departments to monitor the progress of funding in the provincial and national project that is contemplated in the IDP appointment and conducting of sectoral strategic plan is also monitored.

Scott (2005:700), indicated that Phase 1 allows the need for grassroots bottom-up participation as IDP are often controlled and follow guidelines. Scott (2005:700), further argued that Local Municipality planning process of IDP further encourages world -level planning and budgeting that promotes bottom-up participation. As indicated by Mogaladi (2016:13), In this phase the word-level focuses on the needs and priorities of people and often emphasizes on the available capabilities within each ward to mobilize the available resources. Community and stakeholders of IDP provide the analysis of the gathered information. As indicated by Overstrand Municipality (2017:7) final process plans for integrated development planning and budget preparation compiled in terms of section 28 and 29 of Municipality systems Act No32 of 2000 Entails that this phase focuses on the types of problems faced by the society of the concerned area located under a Municipality and what causes this problem in the area of concern.

Khawula (2005:44) articulates that the identified problems are assessed and prioritized in terms of what is urgent and what needs to be attended to first. According to Khawula (2005:44), Phase 1 ensures that all actors involved in the planning process are aware of and have access to basic facts and figures related to the present situation, trends, and dynamics. Fourie and Van der Walt (2021:3) argued that this contributes to the identification of realistic solutions, with proper considerations of the real needs and available resources. According to Fourie and Van der Walt (2021:3) Phase 1 allows public participation by informing the public and stakeholders on the IDP process encouraging the contributions of all the stakeholders to be involved in the planning process. According to Maake (2016:29), the IDP Representative forum is identified and established on the Analysis phase; moreover, the analysis phases allow communities and all stakeholders to conduct meetings and workshop within an agreed time frame and in a language that is understood by the majority of people and taking into consideration the illiterate people. Gebber (2009:94) articulated that at the end of this phase the municipality is able to assess the existing level of development that was achieved and the details on prioritized issues and problems and what might have caused these problems; the municipality is then able to provide direct information on available resources.

2.11.2 Phase 2: Strategies

Masilo (2020:73) explains that at this stage, the municipality develops strategies to deal with the issues after fully comprehending the issues affecting the local population and their root causes. A public discussion on the best solutions to the problems that were identified during the first phase should serve as the format for public participation throughout this phase. Sebei (2013:107) articulated that this phase includes the formulation of the vision, objectives and strategies of the municipality. Tshabalala and Lombard (2009:407) argued that this phase provides an attention to focus on the mobilization of all residents, communities and stakeholders and politicians and officers from the municipality to create the desired future for the municipality area. Phase 2 ensures that poverty alleviation and gender equality policies are applied when the strategies are designed, and projects are planned. Phase 2 ensures that poverty alleviation development and all economic development aspects are recognized during the planning of strategies and projects; therefore, IDP is considered to be a tool to plan LED support programs. According to Tshishonga (2016:380), this phase ensures that IDP Strategies address the institutional deficiencies and constraints which are affecting service delivery rather than focusing only on physical investment projects. In phase 2 the Municipality is supposed to develop delivery capacities for accessible, affordable, basic needs oriented, interrelated, sustainable and efficient quality services on an accountable basis. According to Fourie and Van der Walt (2021:3), in phase 2, the municipality has to develop a priority list and solutions to the challenges that have been prioritized. Musitha (2012:105) phase 2 allows

the responsibility of Municipality to give more powers and skills for consultative decision-making approaches with the administration for service-oriented code of conduct to exist. Sibanda (2018:65) indicated that in this phase, strategies are defined by considering external and internal financial resources as well as natural and human resources available. As indicated by Mathane (2013:71), phase 2 requires investigation into financial, human and natural resources which is available and accessible during the implementation of activities. The municipality is responsible for decisions of shared resources to be allocated to the different priority issues/objectives. Mathane (2013:71) further indicated that strategies phases consist of strategic planning that include decisions in a participatory and system manner. Therefore, the results in summarizing the options from creative contributions and role players must be involved.

Tshabalala and Lombard (2009:407) indicated that, Phase 2 allows the IDP representative forum to formulate a vision and identified problems and the needs of people should be assessed and solution should be provided according to the location and group of people affected. Maake (2016:95-96) Phase 2 considers policies and guidelines of development principles, environmental sustainability, poverty alleviation, gender equity local economic development strategies are considered when designing strategies and planning project. Frodin (2009:299), emphasized that phase 2 of the IDP Planning ensures that IDP strategies addresses constraints which are affecting service delivery rather than focusing on available physical investment project. Sibanda (2018:65) indicated that the Municipality ensures a new creative and innovative solutions for coping with problems and new challenges is put in place/implemented. According to Frodin (2009:299), the meeting of the IDP representative forum, in which strategic alternative are created, should be used to agree/reach a common decision/agreement with members on procedures and responsibilities for public debate. According to Ndaba (2019:24) the steering committee of the IDP compiles the necessary information for the public. Phase 2 is responsible for utilizing limited Municipal resources to the benefit of affected people. According to Sibanda (2018:65), Phase 2 provides a clear direction for implementation of project planning.

2.11.3 Phase 3: Projects

According to Van Niekerk (2014:83), designing and defining projects for implementation during this phase involves making sure they are in line with the strategic goals and priority issues that were identified during the analysis phase. Van Niekerk (2014:83), explains that the target group entails the beneficiary of the projects, the location of the projects, the time frames of the projects, the role clarification, the resources needed and the individuals funding the projects and the specific indicators to measure the performance of the projects all need to be clarified

during this phase. According to Dyum (2020:67), this phase involves the Municipality makes sure that concrete and enough project proposals are designed, these projects are used for implementation. Makhedama (2014:43) mentioned that technical and financial experts are visible in this phase. Phase 3 involves municipality officials being involved in office work and affected group of society are involved to adjust projects to the needs of local conditions.

According to Makhedama (2014:43), Phase 3 projects allow stakeholders involved in IDP to prepare a plan for implementation; the implementation involves experts in the projects designing process in the process for planning the IDP steering committee propose a team for every identified project. Phase 3 can only be implemented through transparency of available resources distributed in societies. Ruwanza and Shackleton (2016:30), emphasized that this phase plays a role by identifying projects and a monitoring and evaluation plan is developed in this phase. Ruwanza and Shackleton (2016:30), indicated that traditional authorities are involved in this phase and must make sure that projected are implemented according to the plan. Budget allocation is done and taking into consideration. According to Masilo (2020:74), this phase provides a close link for planning of implementation of the council, the management and the public and expected benefits of the project. Masilo (2020:74) further indicated that in this phase the project management and the intended beneficiary are provided with a perspective on what is going to be delivered, phase 3 allows the implementation of the business annual plan to take place.

2.11.4 Phase 4: Integration

As indicated by Zwane (2020:30), following the identification of the projects, the municipality must ensure that they are in conformity with its goals and plans, with its resource framework, and with all applicable laws. Zwane (2020:30) indicated that the municipality must consolidate operational strategies which include a five-year financial plan, a five-year capital investment program, an Integrated Spatial development framework and integrated sectoral program, consolidated monitoring, a performance management system, a disaster management plan, and an institutional plan. Mathebula, Nkuna and Sebola (2016:75) phase 4 involves aligning all identified sectoral operation business plans and projects with national and provincial sector departments' goals and programs in order to gain funding from entities. Mathebula (2016:63), showed that Phase 4 allows the project team to focus on the confirmation of the integration components of the IDP. As indicated by Tshishonga (2016:380), this phase ensures that the results of project planning are checked to make sure that the projects are in compliance with the vision, objectives, strategies and resources. Tshishonga (2016:380) further indicated that this phase is crucial for arriving at an Integrated Development Plan and allows the visibility of revised project proposals which serve as planning documents for project implementation or

for further feasibility studies. Fourie and Van de walt (2021:4) argued that in this phase, the municipality serves as a mid-term financial framework for managing municipal revenue collection and for expenditure planning and includes capital and recurrent expenditure that are responsible for serving as a crucial document for ensuring a close planning budgeting link.

According to Sibanda (2018:66), phase 4 ensures that IDP projects are in line with strategic guidelines, objectives and resource frames that reflect people's priority needs and are planned in a cost-effective manner to ensure that implementation is well coordinated. Members of the IDP Steering Committee, the IDP Representative Forum or other specialists must be nominated to compile the integrated plans on basis of the project proposals and the localized strategy guidelines. Ndaba (2019:24) emphasized that these persons should be domain specialists (e.g., the Financial Plan should be compiled by the treasurer, the spatial development framework by the town and regional planner, etc.). According to Hanabe (2018:17), the compilation of each Integrated Sector Program should be done by a senior municipal official who is responsible for managing the implementation of the program. According to Mathebula (2016:63), phase 4 creates the medium term strategic financial framework for allocating municipal resources through the municipal budgeting process in order to ensure the financial viability and sustainability of the municipality's investments and operations is visible. In this phase there is linking prioritized capital projects with potential sources of financing, thereby informing the municipal budgeting and implementation management processes, and facilitating inter-governmental alignment regarding the development and investment spending.

According to Mathebula (2016:63), phase 4 provides a close link between integrated development planning and municipal management by providing an overview of the major activities in the municipality which result from the IDP and to establish a basis for monitoring of progress. As indicated by Zwane (2020:30), accountability on basis of a simple, effective and affordable monitoring and performance management system as a management tool for the municipal manager and as a control tool for the council is implemented in this phase. Ruwanza and Shackleton (2016:30) Phase 4 of the IDP Provides general direction to guide decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns, and residential areas. Sibanda (2018:66) indicated that by Creating a strategic framework for the formulation of an appropriate land-use management system, thereby, informing the decisions of development tribunals, housing departments and relevant development committees. Banda, Van Niekrek, and NemaKonde (2020:54) emphasized that Phase 4 provides a creation of a framework of investment confidence that facilitates both public and private sector investment. Banda et., al. (2020:54) indicated that phase 4 allows a

consistent set of measures to reduce poverty and to contribute to gender equity in the municipality. Thebe (2016:715) emphasized that in phase 4 of the IDP there is consistent and conducive set of measures to promote viable local economic activities and employment generation.

2.11.5 Phase 5: Approval

Banda Van Niekrek, and NemaKonde emphasized that (2020:54), the IDP must be completed at this phase and submitted to the local council for review and approval. Banda Van Niekrek, and NemaKonde (2020:54), further recommend that the municipality must provide the public with a chance to comment on the draft IDP before the council approves the IDP. Asha and Makalela (2020:4) argued that a copy of the IDP must be submitted along with the process plan to the Member of Executive Council (MEC) in charge of local government as soon as a municipality adopts the IDP in order to determine whether it complies with the requirements of the Municipal Systems Act and to make sure there aren't any conflicts with IDPs and strategies of other municipalities or organizations of statewide significance. Once the IDP is amended in response to public input, the council considers it for approval.

According to Mabuza (2016:25), phase 5 concerns the IDP draft feedback process, which is intended to lead to a final approval or adoption of the plan by the municipal council. According to Mukwevho and Mtapuri (2014:47), during this phase, the municipality should make every effort to secure the support of all parties involved or impacted by the IDP for its coordinated implementation. Mukwevho and Mtapuri (2014:47) highlighted that this entails allowing everyone an opportunity to access the draft document and to express concerns, and that stringent time restrictions must be set in the final stage of an IDP to prevent this process from turning into an interminable exercise. Spheres of government are usually seen playing a role in supporting the implementation by providing finance and management capacities. Makhadema (2014:43) indicated that the provincial departments of local government oversee checking the legal compliance of the IDP. Zwane (2020:63) emphasized that Phase 5 of IDP gives the opportunity for the IDP to be adopted in order to pass legal assessment process. Mabuza (2016:25), indicated that district council ensures that IDP does not contradict with the development in neighboring areas by consulting local municipalities; this implies that district IDP'S and local IDP'S are aligned.

According to Mabuza (2016:25), residents of the concerned area, communities and stakeholders are given an opportunity to comment on the IDP process. Adonis and Van, der walt (2017:49), indicated that these include stakeholders that are either users of the service or people who are facilities or expected to contribute. Adonis and Van der Walt (2017:49) further argued that the Municipality is then able to deal with comments by incorporating

comments from people affected in adopting the IDP draft. According to Mabuza (2016:27), this may mean that the Municipality is able to respond to the comments from the area affected during IDP draft. According to Zwane (2020:30), the adopted IDP by the council is then submitted to the MEC for local government as prescribed in the Municipal System Act Chapter 5, Section 32. Phase 5 of the IDP ensures the preparedness of provincial and national departments accept the IDP as the guiding document for their activities in the municipal area, thereby contributing to a close planning implementation link. Mathebula and Sebola (2019:63), argued that the integration phases promote broad-based acceptance of the plan, thereby creating a basis for smooth implementation and for accountability and to ensure that residents' legitimate rights are not violated by the IDP. Mathebula and Sebola (2019:63), indicated that the revised IDP reflects the ideas and concerns of all parties involved in or affected by implementation of the plan to the largest possible extent.

2.12 The IDP Approach

This section presents the event centered approach and the consultative participatory approach on IDP.

2.12.1 The Event-centered approach

As indicated by Mzimela (2013:18) the event-centered approach is meant to be a methodical series of planning activities starting with a focused and consultative appraisal of the current situation. Mzimela (2013:20), suggested that these method is meant for completing a strategic deliberation and decision-making process on the goal and the best methods for resolving pressing issues. Mzimela (2013:18) further indicated that in order to reach a process of concrete and technical project planning and before all project proposals are checked for compliance and consistency and integrated into a consolidated IDP that has to go through an assessment, there must be an alignment and approval process. Hanabe (2018:16) outlined that these events include gatherings or workshops of the organizational groups involved in the IDP process, such as the IDP representative forum, the IDP steering committee, the project task teams, or, in rare circumstances this may involve the individual activities. Each planning event is supposed to produce outputs. Hanabe (2018:17), further indicated that this is made regarding the type of organization and actors to be moved in order to guarantee an inclusive and representative consultative and participatory process. It is further stated that these outputs can be in the form of information or decisions and are related to legal requirements, while others are just logical requirements which help to follow a conclusive process for each planning event.

2.12.2 The consultative / participatory approach

According to Rondinella; Segre, and Zola (2017:960) consultation and/or participation of all citizens, communities, and stakeholders within a local government, as well as representatives from other spheres of government, sector specialists, and other resource persons, constitute the consultative participatory approach, which is based on the principles of inclusivity and representation. Mostafa and Mokenzie (2017:7) observed that people take part in consultation through an outside party that hears community opinions. Mostafa and Mokenzie (2017:7), argued that the external agents listen to the needs of the people and may modify the needs. The external agents are under no obligation to take on board people's views of the concerned society. According to Ababio (2007:616), this includes the legal framework that makes it easier for civil society to be consulted, involved, and mobilized during the formal policymaking and implementation process is known as a participative approach. Several pieces of legislation require some form of public participation in local government. Key amongst them is the Constitution of the Republic of South Africa, 1996. Sections 152 and 195 of the Constitution provide that the municipalities are obliged to encourage the involvement of communities and community organizations in municipal affairs; that people's needs must be responded to; and that the public must be encouraged to participate in policy making.

Table 2.1: Benefits of an IDP for different target groups (Source: Institute for Democracy in South Africa (IDASA))

Stakeholder	Benefits
Municipal council	<p>Enables the municipality to:</p> <ul style="list-style-type: none"> a) achieve access to outside investment and growth resources. b) Offer clear and responsible leadership and development direction. c) Establish cooperative links with its constituents and communities. b) Keep an eye on the official's performance.
Councilors	<ul style="list-style-type: none"> a) It enables councilors to successfully represent constituents by enabling communities to make educated decisions. b) It also gives councilors a way to communicate with constituents. d) Allows councilors to assess their own effectiveness.
Municipal officials	<ul style="list-style-type: none"> a) Provides officials with a mechanism to communicate with the councilors. b) Enables the officials to contribute to the municipality's vision. c) Enables officials to be part of the decision-making process.
National and Provincial Sector departments	<ul style="list-style-type: none"> a) Sector departments control a sizable portion of the financial resources needed to carry out initiatives. The IDP's accessibility informs the departments where services are needed and, consequently, where to devote resources.
Communities and other stakeholders	<ul style="list-style-type: none"> a) Gives them an opportunity to inform the council what their development needs are. b) Gives them an opportunity to determine the municipality's development direction. c) offers a channel for communication between the people and the ruling body.

	d) Provides a mechanism through which they can measure the performance of the councilors and the municipality as a whole.
Private sector	The IDP acts as a roadmap for the private sector when deciding which regions and industries to invest in.

(Source: Harrison, (2008).

Importantly as observed by Harrison (2008:321), in the absence of an IDP, a municipality would act in an ad hoc, uninformed, and uncoordinated manner which would lead to duplication and wastage of limited resources. Furthermore, Harrison (2008:321), highlighted that other domains of government would impose their development programs in the absence of a local tool to direct growth, which might not be a priority for a municipal region. It is up to municipalities to create and implement IDP. However integrated development planning, on the other hand, is an intergovernmental planning approach that necessitates participation from all three realms of government. Provincial and federal governments must make certain contributions to support local planning (Radnor and McGuire: 2004).

2.13 COMMUNITY PARTICIPATION FOR SUCCESSFUL SERVICE DELIVERY

Madzivhandila and Maloka (2014:652) claimed that integrated development planning and community engagement are locally based planning tools that might assist towns to address poverty, unemployment, and inequality. Madzivhandila and Maloka (2014:656) further argued that approaches based on the principle of inclusive and representative consultation and participation of all residents, communities, stakeholders, and citizens in finding the best solutions to achieve long-term development objectives should be included in integrated development planning. Asha and Makalela (2020:3) argued that the primary development goals are converted into projects and programs that lessen the root causes and outward signs of service delivery backlogs and delays, integrated development planning makes a positive contribution to improving service delivery in municipalities.

Asha and Makalela (2020:2) further mentioned that the local sphere of government remains an important role player in ensuring effective delivery of services and basic infrastructure. Mziba (2020:07) noted that the promotion of good ethics and conduct, representative and participatory democracy, and public involvement are the guiding principles. As a general rule, public involvement in development planning is welcomed by all branches of government. Informed and accountable individuals who acquire the view of ownership over all facilities and services offered to areas of concern are created with the aid of public involvement. Making sure that government responds appropriately to the true needs of communities is a crucial

function of community involvement. Mziba (2020:07) further alluded to the role of communities and involvement in service delivery efforts that aim to promote development in primarily previously underdeveloped and disadvantaged areas as studied by various public administration scholars. Since the goal is to gather opinions from the grassroots level where services will be provided, many scholars agree that public involvement should involve a bottom-up strategy.

According to Masiya, Mazenda and Davids (2019:30), this further helps the communities to own facilities delivered in their areas and to protect the communities from vandalism. In addition, it also enhances whistleblowing by good citizens against those who do not value public property and amenities. Masiya et.,al (2019:30) highlighted that participation is seen as one of the defining characteristics of democratic governments. Participatory democracy offers tools for incorporating citizens in the political process. Since local government is the most accessible to the public, it has the potential to improve democratic community engagement. Naidoo and Rampal (2018:86), elaborated that given that democracy is sometimes referred to as the "administration by the people" or "by the people's chosen representatives," participatory democracy is essential to bringing development to underdeveloped communities. Community involvement further supports democratic ideals including political equality, the rule of law, popular sovereignty, and public consultation. Naidoo and Rampal (2018:86), explain the term "public participation" as a categorical term for citizen power, where the distribution of powers is enhanced to intentionally include the underdeveloped to obtain active participation in the future, therefore does so in a way that is consistent with the aforementioned conception of community participation.

Theron and Sandile (2020:32) argue that community participation gives members of the public citizen power which enables communities to own development initiatives. More importantly, complying with the democratic principle of community participation creating an enabling environment for inclusivity. Theron and Sandile (2020:32) identify two distinctions of community participation, and these are direct community participation and participation through association. Theron and Sandile (2010:33) further go on to define direct citizen participation as a process where all members of the society with their individual capacity participate in decision-making processes. Furthermore, Theron and Sandile (2020:33) on the other hand indicated that associational participation takes place through representation, where representatives are chosen or appointed to take part in decision-making processes, reflect the views of their constituencies, and be answerable to those who chose or elected them.

2.14 TYPES OF PARTICIPATION IN THE SOUTH AFRICAN CONTEXT

Lane (2005:284) articulated that public involvement is described as an honest, transparent procedure that allows for the exchange of ideas and decision-making in particular communities. According to (SALGA) South African local Government (2013:11), there are three types of public participation in South Africa. This section presents Informative public participation; Consultative public participation; Co-operative public participation.

2.14.1 Informative public participation

Mdlalose (2016:33) noted that these are mostly one-way means of communication where the municipality tells the public about community society plans or choices; this is a passive kind of involvement in which the public is just informed of policy decisions without the ability to remark or oppose. The information can be provided using various mediums such as newsletters, the radio stations, or newspapers. As indicated by Mziba (2020:27), involving different actors in the process of decision-making and broadening the approach on which decision are made equally is important for public participation. Informing participants is one of the core values for best practice in any public participatory process. According to Mziba (2020:27) Informative participation involves information needed by individuals to participate in any meaning way accessing information from relevant stakeholder's communication mode plays a distinctive role within a process.

2.14.2 Consultative public participation

Norad (2013), indicated that the municipality consults the public by asking them for their input and comments on draft documents although the public can make contributions to the extend to situation. SALGA (2013:13-14) indicated that communications go two ways, that is from the municipality to the public and from the public to the municipality, with the public often being represented by a ward committee. Fourie and Van Der walt (2021:456) elaborated that consultative approach of public participation theory has increased in transparency in administrative processes in the public view. Consultative public participation involves advocating and involving the public based on philosophical reason; this involves consulting before adapting procedures of planning. Consultative approach requires increasing quality of rendering planning more efficient, attaining transparent decisions and a higher level of commitment to the decision and avoiding public controversy and creating trust in planning. Madzivhandila and Maloka (2014:653) argued that community participation provides opportunities for the community to express their views in development projects. thus, the planning and implementation of these projects should be accepted only after considerable discussion and consultation with communities.

2.14.3 Co-operative public participation

According to Quick and Bryson (2016:4), Co-operative public participation is said to be the most inclusive type of participation and the public has more influence in the making of decisions. South African Local Government Association SALGA (2013:11) emphasized that the municipality receives feedback from the public and in case the degree of the public's influence is high and include shared responsibility between the municipality and the public.

2.15 CHALLENGES OF COMMUNITY PARTICIPATION IN INTEGRATED DEVELOPMENT PLANNING

Madzivhandila and Maloka (2014:654) argued that community participation and Integrated development planning are locally based planning instruments that could enable municipalities to respond to poverty, unemployment, and inequality. Madzivhandila and Maloka (2014:654), further argued that participation in IDP include approaches that are based on the principle of inclusive and representative consultation and participation of all residences, communities and stakeholders and citizens in finding the best solutions to achieve long-term development objectives. Naidoo and Rampal (2018:82), observed that local government are facing challenges in meeting the mandate of providing basic services that conform to the expectation of communities. Communities should be provided with balanced objectives information to enable people to understand the problems, alternatives, and the possible solution.

Twala (2009: 41) mentioned that for rural communities to participate meaningfully in projects initiated with the goal of improving development planning, Communities should be empowered to participate with the mandate of fulfilling democratic rights. Twala (2009:41) further attests that the empowerment is not a means to an end but is the objective of development and having the power to make decisions, demands, knowledge and understanding necessary to make correct decisions. Communities cannot make wise decisions if they do not have the required information. Support organizations are required to be sources as well as channels of information to the communities so that they will be able to make informed decisions. Meja and Geta (2017:20) argued that community participation is one of the basic issues in today's world as these enhance the community practical's skill and knowledge as well as boasting organizational skills to solve different problems. Meja and Geta (2017:20) further argued that the continent of Africa has been confronted by several major problems to enhance community participation in every developmental issue, and that participation is supposed to promote greater efficiency, accountability and transparency, enhanced ownership and empowerment. The problems of community participation are participation activities in building and other type of resources distribution and decision-making activities that do consider local structures, power, and local people into consideration (Naidoo and Rampal (2018:82). As a result, there

is inconvenience not only between the local government and community but also within communities themselves, this includes lack of unity between the communities at local level which is also taken as another big problem as it affects the interests as well as the commitment level of local people to participate in different activities (Naidoo and Rampal (2018:82). Integrated development planning in South Africa reflects an interest in multi-sectoral integrated, bottom-up approaches to local. Mafunisa and Xaba (2008:452) noted that, most if not all, municipalities have challenges pertaining to the vast distances that must be travelled due to the size of municipal areas. People are experiencing participation fatigue due to being tired of participating in the development that affects the society without seeing the meaningful benefits of being part of participation. Mafunisa and Xaba (2008:453) further mentioned that there are misgivings with regard to the way the IDP process is managed, for example, bureaucratic red-tape and under-resourcing of the IDP participation structures, the municipality's inability to ensure the participation of the business sector in the IDP meetings at the local sphere. Mukwevho and Mtapuri (2014:48) argued that the IDP representative's structures appear inappropriate as there is lack of special efforts to ensure the participation of the non-organized, marginalized sections of the provincial inhabitants and groups.

A study by Lane (2005:283) claimed that the planning process plays a significant role in determining how much the public and community participate. Lane (2005: 283) Furthermore, mentioned that the development planning processes are absolutely essential for effective community participation. In this regard, Dale (2004) suggests that the approach of development planning should be: firstly, processes-oriented in a sense that it should not follow technocratic or top-down approach; secondly, the planning process should be human-centered, necessitating community participation in the identification of needs and priorities.; Finally, in order to direct the limited resources that are currently available to carry out the plan, there should be strategic mechanisms by which the planning procedures should identify significant strategic concerns. Thirdly, planning processes should pay more attention to the existing institutional capacity for planning. As indicated by Madzivhandila and Maloka (2014:653), as developing nations work to adopt a people-centered development strategy, the issue of effective community participation in development planning has gained pace. Madzivhandila and Maloka (2014:653), stated that even if many nations have enacted policy reforms to encourage people-centered approaches, the local level execution is still insufficient for enhancing the scope and caliber of local involvement in development concerns. In this context, various researchers and academics have focused on the quest for effective community engagement in development planning in developing nations, including South Africa. Through the new systems of developmental local government and integrated development planning in South Africa, the procedure of community participation in local

development issues has been fostered (Madzivhandila and Maloka (2014:653). Asha, Belete and Moyo (2014:257), expresses that developmental local governments in the country have policy mandates to prepare municipality own IDPs for promoting services and development in the area of jurisdiction. Asha, Belete and Moyo (2014:257) furthermore, stated that community and community-based groups should be included in the design and execution of local development by developmental local governments. Accordingly, numerous academics have been examining the level of community involvement in municipal integrated development planning procedures. Hence, the following are some of the studies that have been conducted in South Africa in relation to participation in IDPs. Mngxali (2008:12) claimed that South Africa's local governments only allow for a limited amount of public input, that this participation is not always successful, and that this results in the public's worries and issues not being taken into account in the municipal or integrated plans. Additionally, governments' capacity to carry out developmental duties is still insufficient, particularly in historically underserved black communities and townships. A similar study was carried out by Maphunye and Mafunisa (2008:462) that sought to analyze the relationship between IDP and public participation process in the Republic of South Africa's new democracy.

Maphunye and Mafunisa (2008:463) indicated that the key challenges such as lack of a culture of public participation, lack of information, inadequate skills for public participation, population diversity, unfavorable attitudes and perceptions towards public participation, and the costs of public participation are some barriers to effective public participation within the IDP. Several researchers have conducted case studies in different parts of South Africa. For instance, Tshabalala and Lombard (2009:398) assessed the role of community participation in the IDP process in the Govan Mbeki municipality and the finding revealed that the community participation was limited due to the failure of the municipality to create an enabling environment for meaningful participation of grass root people. Mafunisa and Xaba (2008:50) further argued that the participation of the poor and the marginalized groups was inadequate in decision making process. Likewise, Cash and Swatuk (2011:54) have conducted a case study in Stellenbosch municipality, Dwars River Valley, to assess the effectiveness of the participatory planning model and the failure of the public engagement process was one of the major causes of the IDP's inefficiency in the area. Considering the different obstacles to public engagement in South Africa's democracy, Tau (2013:154) indicates that in order to ensure and promote local governance, the community must be involved in the decision-making process, the implementation of development initiatives, monitoring and evaluation, and holding authorities accountable.

2.15.1 Challenges associated with Public Participation

Dukeshire and Thurlow (2002) point out that there are still many barriers and challenges that may hinder community involvement in policy making process. This section will present lack of resources; Lack of access to Information; Reliance on volunteers; Criteria for effective citizen participation.

2.15.1.1 Lack of resources

As indicated by Marzuki (2015:23), the community members need to have access to necessary resources in order to play an active role in the policy-making process. Resources that need to be retrieved are those that are of adequate funding, government training programs, education, leaders, and volunteers to support rural causes and initiatives". Gudowsky and Bechtold (2020:8) argued that most communities are running short of one or more of such resources. Such kind of a situation hinders their ability to effectively form part of the planning process. Having inadequate resources negatively influences a rural community's ability to effectively influence and develop policy compared to other players in the policymaking process. Some of the previously mentioned barriers may also be applicable to the formulation of IDP. Gudowsky and Bechtold (2020:8) indicated that the municipality may be faced with a challenge of getting literate and skilled participants. In case where skilled volunteers are not found, the municipality may be obliged to arrange training programmes which may take time and have funding constraints. According to Marzuki (2015:21), the execution of the public involvement process is crucial for the democratization of social ideals, improved planning, and satisfaction of public demands. Marzuki (2015:21), emphasized that the lack of a systematic approach and an inadequate public administration system can occasionally undermine the public participation process, which results in the exclusion of the public from the process. In a larger sense, effective public engagement is essential to achieving sustainable development since the proposed development will be planned in accordance with the desires and needs of the stakeholders, including the advantages for future generations. Bryson; Quick; Slotterback and Crosby (2013:24) claimed that although though government officials, administrators, and community leaders have long understood the importance of public input for a range of activities, procedures, and choices, this becomes undoubtable that local public involvement may not succeed when there are limited resources to execute planning and implement processes.

2.15.1.2 Lack of access to Information

Most community members, especially from rural areas are of the view that there is a lack of access to information about government programmes and services. According to Prah (2006:7) rural areas in third world countries experience difficulties in accessing information.

The information at times is difficult to comprehend due to the use of technical terms and sometimes unfamiliar language. Prah (2006:3) asserts that this government that is 'hell-bent' on promoting English above all others, does so despite the inconvenience to many of the society concerned, as English is not the community's first language. This suggests that South African government institutions favor the use of English even in areas where it is merely understood by the minority. According to Jaeger and Bertot (2011:93), who have postulated that about 84 % of government information is currently made available online. This may be a strategy to get rid of printing costs and get the information across as quick as possible, however, Jaeger and Bertot (2011:102) have a different view stating that not all citizens access electronic version of government information.

2.15.1.3 Reliance on volunteers

Mathebula (2016:23) maintains that reliance on volunteers can be attributed to shortage of financial resources to address problems and concerns of rural communities. Mathebula (2016:22) argues that it can also be due to low populations in rural areas which may lead to only a small number of volunteers being available to carry out all the necessary activities demanded by community organizations. Mathebula (2016:24) indicated that this situation can lead to reluctance to become involved in the complex policy-making process. Even more difficult is finding individuals within rural communities with the skills, abilities, and desire to initiate and champion rural policy development. Moreover, lack of programmes to train, support and motivate new leaders and volunteers makes some community leaders and volunteers to face stress and this affects productivity and progress in furthering the work to help communities. As articulated by Marzuki (2015:9), a similar observation regarding constraints such as capacity and resources, citizen's involvement has its own implications, and this requires time, space, skills, and support and this comes at a cost. Similarly, the IDASA Report lists lack of budget allocation to the citizen participation process per se, as a handicap to effective participation and shows that a range of resources are required to ensure effective participation and these include places to meet, publicity, secretarial and administrative support, transport and travelling expenses, information, and training.

Mathebula (2016:24) noted complications associated with identifying, selecting, or electing community representatives and it has been observed that it is difficult to determine the relevant community representation without coming up with strategic processes to do so. At times, the chosen representatives may not partake at the best interests of the communities for whom they claim to speak. Moreover, Adhikari and King and Ganesh (2014:57) provide a sharper critique indicating that although there is a theoretical and practical recognition that citizens must be more involved in public decisions, many public officials are, at best, ambivalent about

such involvement or, at worst, find it problematic. Some of the reasons cited by Adhikari et al. (2014:57) mentioned that participation creates delays and increases red tape and secondly, many governments decision-making and public administration processes require technical assistance, which the public is neither prepared nor knowledgeable enough to supply. Adhikari, King and Ganesh ,(2014:57) outline that the African National Congress (ANC) acknowledged the idea of public participation in democratic governance at all levels of government in South Africa in its policy statement and the Reconstruction and Development Programme (RDP), published in 1994. The RDP claims that for democracy to prevail, all South Africans must have access to power, and having that right will guarantee that everyone takes part in the nation's development. Tshabalala (2006:46) points out that participation of local communities in local government system in South Africa has its unique practice. The policy making during the apartheid era excluded most ordinary people and public policy adopted a minority perspective. Masango (2002:52) acknowledges that our nation's heritage of effective public participation in the creation and implementation of policies was ruined by apartheid practices. In addition, black South African citizens, who make up the majority of South Africa's population, were not given the opportunity to participate in general elections or to contribute to the creation and implementation of policies that affected the societies. Meja and Getha (2017:20) showed that as a result, the majority of black communities remained underdeveloped, backward, and resource poor. The idea of equal treatment was broken by municipal governments being formed along racial lines. Makgoba and Ababio (2004:277) contend that black communities continued to have no voice in questions of administration and were unable to choose their own municipal delegates even after the establishment of the first black municipalities in 1980. Blacks banded together to face opposition in an effort to overthrow the apartheid system and ensure that the opinions of the common people were heard.

Masango (2002:54) showed that black South Africans who were eager to get involved in politics believed the system to be undemocratic, and these beliefs caused them to become angry and frustrated, which they expressed in boycotts and rallies against public policies. Masango (2002:54) stated that the community had shown its disapproval of the system that had been forced on them from above and over which they had no control by participating in boycotts and protests. According to Thwala (2009:37), thus, in order to rally support and oppose forces that were viewed as unacceptable, protests were employed as a tool. Mathebula (2018:259) suggested that in light of the current economic climate, local government's mandate must expand from traditional role in infrastructure development to include social and economic development. Municipalities are consequently expected to implement programs that will not only improve infrastructure development but also work to

improve social conditions and people's quality of life. Adonis and Van der Walt (2017:43) suggested that the municipality's operations must have an impact on communities' economies. Bailur (2007:4) maintains that human decision-making authority, free from oppressive and demeaning conditions, is a prerequisite for progress. Bailur (2007:4) working closely with the community is said to be one of the ways that a municipality may respond to residents' needs. Nachi (2013:28) indicated that this implies that communities should play a role in the planning and functioning of local municipalities so that they can actively influence decisions that will affect communities.

2.15.1.4 Criteria for effective citizen participation

There is a serious need for criteria that will inform public/community participation processes at local government. Adhikani, King and Ganesh (2012:2), indicated that the public must and should have a say about the decisions and actions that affect their lives; Public participation, as a concept, must encompass an element of promise that the public contribution will influence the outcome. According to Adhikani, King and Ganesh (2012:2), the process of public participation seeks for and makes it easier for individuals who might be impacted to participate, and also gives participants the necessary information to make contributions valuable Meyer, (2014:625) emphasized that the criteria for effective citizen participation undoubtedly creates a critical platform wherein citizens within locality, such as Municipality to; firstly, feel the inputs or opinions matter in the policymaking space. Meyer, (2014:625), secondly mentioned that this criterion accords community members a deep sense of process ownership in matters of local government, and this enables a culture of civic responsibility and grass-root participatory democracy. Marzouki, Mellouli, Daniel (2017:3) assert that South Africa is now democratized, and various principles and techniques are, therefore, employed to ensure that the process of involving citizens in policy making achieves effective results. This view is echoed by the Municipal Systems Act (Act 32 of 2000) which calls for a government that will respond to the needs of the people and hence, the developmental approach.

Adhikani, King and Ganesh (2014:2), indicated that the goal of the developmental approach is to re-orientate local government to being creative and strategic in developing the local people. The World Bank (1997:145) indicates that reaching the poor requires working with them to learn about the needs, understanding how development decisions are made in their communities, and identifying institutions and mechanisms that acquire opportunities and resources. Moreover, Vivier and Wentzel (2013:241) cite a public service commission study which lists some of the techniques utilized in the public participation space, these include ward committees, public hearings, Citizen's satisfaction surveys and Citizen Forums. Vivier and Wentzel (2013:239) notwithstanding the proliferation or existence of the above-mentioned

techniques for public engagement in South Africa, one of the ways a municipality is claimed to be able to respond to citizens' needs is by closely collaborating with the community. According to Vivier and Wentzel (2013:240), the survey found that, firstly, nationwide of the surveyed public are dissatisfied with municipal performance, secondly, also showed that trust in particular institutions were low in 2011, with only few people expressing trust in local government. trust is the lowest in the sphere of government that is supposed to be closest to the people. According to Ntuli (2011:45), in the context of local development, public participation is primarily concerned with how to involve people who depend on the rural sector for a living in its growth in some meaningful ways rather than how to establish a completely participative society.

2.16 IMPLICATIONS FOR LOCAL GOVERNMENT IN SOUTH AFRICA

Adonis and Van der Walt (2017:50) suggested that in order to determine if existing organizational structures are still relevant, towns should take them into account. Most local governments are still operating in a bureaucratic paradigm today, which is unsuited for the information economy. Smith (2011:505) claims that because bureaucratic mindsets prevent executives from establishing cross-functional structures, employee needs and wants, authority, responsibility, and accountability are not given any thought. Adonis and Van der walt (2017:50) further suggested that this necessitates a shift to hybrid business models from the outdated bureaucratic organizational structures. Furthermore, the importance of the project office's efficient operation cannot be overstated; as a result, each municipality names a chief portfolio officer at the executive level to oversee proper integrated development planning in accordance with the national government guidelines.

As indicated by Adonis and Van der walt (2017:50) this is vital to realize the necessity of implementing the balanced scorecard strategy for local government to be successful in developmental projects. This is largely because the balanced scorecard may guide local government toward success as a comprehensive and integrated measurement tool. According to Adonis and Van der Walt (2017:50), implementing the balanced scorecard approach will assist municipalities to achieve meaningful development, rather than mere compliance with directives given by national government. Another problematic area in South African local governments is the issue of accountability. The Constitution of the Republic of South African, 1996 dictates that local government must be politically and financially accountable. Ntuli (2011:45), suggested that this demand imposed on local government suggests that local government needs to demonstrate evidence of political responsibility, a lack of corruption, that targets have been accomplished for the intended groups, and that these groups are satisfied with the policies.

2.16.1 STRATEGIC DEVELOPMENT PLANNING AS THE BASIC INSTRUMENT FOR LOCAL DEVELOPMENT STEERING

An argument by Van Niekerk (2014:83), elaborated that underlined it is the responsibility of local authorities to foster the growth of local institutions, including local government, and to guide that growth later. The fundamental tool utilized in the steering process is planning. Every authority, not just those at the municipal level, recognizes planning for local growth as one of their primary responsibilities. The importance of development planning was emphasized by William (2006:197), as a function of strategic management that is particularly emphasized in the concept of new public management. As Asha and Makalela (2020:14) mentioned that the fundamental tenet of modern public planning prioritizes the art of management over the art of administration when carrying out responsibilities related to public administration. Planning for local growth is made feasible by the implementation of the following principles.

- Implementation of executive management in government,
- Clear definition of operating standards and measures,
- Greater prominence on monitoring performance results,
- Focus on public sector unit's desegregation,
- Opening public sector for competition,
- Places a focus on using public sector management strategies and processes that are also used in the business sector; and
- A focus on improved discipline and financial efficiency.

An argument by Antczak-Stępniaak (2020:65), emphasized that strategic development planning is defined as "a conscious, systematic, and future-focused process undergoing continuous preparation and decision-making referring to future level of a given territorial self-government unit development and the level of meeting population needs, as well as coordination and integration of the carried out activities for the benefit of accepted planning decisions also taking into account external conditions and internal ones (strengths). Having adapted the definition by Antczak-Stępniaak (2020:69), regarding the idea under consideration, is plausible to acknowledge that local level strategic development planning entails establishing and maintaining the best possible connections between the objectives and available resources of a certain commune and the emerging social possibilities.

Antczak-Stępniaak (2020:69) claimed that the primary goal of planning is to model or transform a self-government entity in a way that creates opportunities for growth. According to Antczak-

Stępniaak (2020:65), the analysis of conditions of development planning includes, area spatial management directions, development strategies, local development plans, local spatial management plans, long-term financial and investment programmes, decisions referring to land development and management, as well as other programmes and plans, particularly sector-oriented ones and relevant for local development. Antczak-Stępniaak (2020:66) indicated that the planning documents present the results of the planning process in a community. As indicated by Sharma (2010:142), some of them are of obligatory nature and therefore the need for adopting them is guaranteed by law, others represent documents prepared on a voluntary basis (e.g., local development strategies). According to Sharma (2010:137), effective local development planning depends on meeting a number of essential criteria, such as benchmarking, total quality management, lean management, empowerment, or outsourcing. According to Read and Leland (2011:654). the requirement to present a community's desired, intended condition and its ideal future image in the plans created is further considered to be among these.

2.17 Policy making in the discipline of Public Administration

The existence of public participation process and structures in public administration in the South African context is a constitutional obligation. Public participation is significant to strengthen ownership of development into local government residents. Nabatchi (2012:699) explains that the nature of governance in South Africa opens for public participation in the service delivery programs to ensure that the needs and wants of the citizens are taken into consideration when local government is planned. Public participation in public administration ensures that the people are consulted about the developmental programs in the localities. As further articulated by Nabatchi (2012:699) democratic areas of involving people, making decisions, planning, and taking an active role in the local development and management of services that have an impact on their lives are achieved in public administration through public participation. For instance, Nabatchi (2009:699) states that local government must be developed in a manner that implies municipal budgets to be focused on and geared to meet the developmental needs expressed by the public. Such calls for public participation in order to align the IDP of the municipality with the needs of the public. Meyer, (2014:624) Indicated that locating public participation in the fraternity of public administration has essence in giving people and specifically residents, a real say in the decision that affects their lives. In this process real participation strengthens the legitimacy of municipal or decision-making structure in order to make the citizens' voice heard. local government based on democratic principles. Additionally, Meyer (2014:624) expresses that ward committees have historically been thought of as a structure that represents all of the people at the grassroots level, to the point where

those who are illiterate and politically inactive have no idea how effective ward committees are as a means of facilitating public participation.

2.18 MODELS OF PARTICIPATION IN INTEGRATED DEVELOPMENT PLANNING

Freeman (2010) emphasized that in order to build local government, policies, plans, or programs, the public must be directly involved or indirectly involved through representatives of relevant stakeholders throughout integrated development planning. Ianniello, Iacuzzi, Fedele, and Brusati (2019:23). indicated that through public involvement, participants may engage with political figures, nonprofit groups, for-profit businesses, and government agencies that develop or carry out public policies and initiatives. Participation more broadly is the process of involvement in integrated development planning, but it may be restricted to single acts (such as a town hall meeting or citizen survey) or described by a collection of practices (such as holding public hearings or other sorts of consultation processes). Ianniello, Iacuzzi, Fedele, and Brusati (2019:23). argues that citizens are considered to be significant stakeholders in democracies and have the opportunity to participate directly or indirectly through elected officials in the formulation, adoption, and implementation of laws and policies that have an impact on society. As further indicated by Ianniello, Iacuzzi, Fedele, and Brusati (2019:23), the context of citizen involvement in governance goes beyond this connection. The administration of areas of shared community interest or concern includes both official and informal decision-making processes. This section will present public participation on integrated development planning, passive participation, participation by information giving participation by consultation, participation for material incentives, functional participation, self-mobilization, anti-participatory mode, manipulation mode, incremental mode and authentic public participation.

Theron and Ceasar (2008:98) indicates that public engagement is a principle that is upheld throughout South Africa's many levels of government. According to Theron and Ceasar (2008:98), public participation is crucial to ensuring that the government responds to community needs in the best possible way. Ntuli (2011:26) states that involvement also contributes to the growth of knowledgeable, accountable, and self-assured citizens who have a feeling of ownership over government programs and actions. This allows municipalities to get support and to develop partnerships with stakeholders. A number of laws are compulsory for municipalities to consult or inform the community. According to Ntuli's study (2011:26), politicians and other public servants may occasionally view this as something they must do rather than something that will benefit society as a whole. Ntuli (2011:27) states that some people are also afraid of speaking in front of the community because report-back or feedback gatherings can easily turn into platforms for protesting issues or the lack of service delivery.

Naidoo and Rampal (2018:83) claimed that involvement is one of the pillars of democracy and benefits officials, elected officials, and members of civil society equally. Councils will benefit from consultation as they make choices based on the needs of the community. According to Thwala (2009:38), improving service delivery and development, partnerships with communities, civic society, and business are necessary because government cannot handle all development demands. Masiya, Mazenda and Davids (2019:28) express that the search for effective methods to improve the public's involvement in all aspects of government, particularly local government, has been hastened by the emergence of a new South Africa. As Theron and Ceasar (2008:100) show throughout that besides the fact that public participation, as a concept, differs from practitioner to practitioner and is, therefore, understood differently by different participatory stakeholders, the way public participation is enlisted also varies. This has prompted researchers like Arnstien (1996) and Pretty (1995) to develop seven typologies which demonstrate the different conceptions with regards to public participation:

2.18.1 Passive participation

According to Marzuki (2015:22), passive participation refers to being informed of upcoming events or recent events, participants can participate. A top-down statement made by the authorities alone is referred to as "participation." Outsiders and/or professionals own the information being shared. The local population remains in the dark, frustrated, and helpless. As indicated by On and Adler (2013:81) passive participation involves participants who exclusively read the content created by others without contributing any content. According to On and Adler (2013:82), living in a data-driven society where our activities may be utilized to understand the needs of citizens leads unintentionally to passive engagement. Information that is generated passively is effortless and frequently accidental. However, by merging passive data from many sources, insights may be gained. Marzouki mellouli and Daniel (2022:2-3) argued that this approach enables the opportunity for passive participation where information can be used to further elicit meaning. Marzouki mellouli and Daniel (2022:3) further argued that this form of participation will be the product of harvested public opinion and could use sentiment analysis to determine the meaning that could be used within community decision-making.

2.18.2 Participation for material incentives

Cornwell (2008:5) maintains that people "participate" by contributing resources, like labour, in exchange for grub and money. Although they are not involved in the experiment or learning process, this usually occurs in rural settings. When the incentives run out, the communities are unable to carry on the effort. The communities are unable to continue the work when incentives end. According to Tang (2005:4), the use of incentives can effectively engage

community residents, local governments, officials, and external organizations in planning implementation. Tau (2013:153), indicated that however, to effectively apply incentives in a community planning process, planners and local leaders need to look at incentives from a whole new perspective. Mabita, Libati and Malonda (2017:240) argued that Incentives, especially material ones, are often perceived as tangible rewards used to induce individuals or groups to behave in a desired manner. Mabita, Libati and Malonda (2017:240) further argued that unfortunately, this common connotation of incentives can discourage planning professionals and community leaders from using incentives to promote public participation in community planning. Rondinella, Segre and Zola (2017:962) argued that other types of incentives that could promote public participation include opportunities for achieving shared goals and for strengthening community bonding, as well as the appreciation and recognition of dedication and hard work. According to Marzuki (2015:21), community planning can involve an extensive list of individuals, groups, and organizations. Some participants may volunteer to participate, while others may require persistent persuasion.

2.18.3 Functional participation

According to Rondinella and Segre and Zola (2017:961), society "participates" in a group setting with a specified goal relating to the program or project, which may include the growth or promotion of externally started social groups. Selepe and Petunia (2020:3) argued that this type of "involvement" tends not to occur at the early stages of project cycles or planning, but rather once the important decisions have already been made. These institutions tend to be dependent on external initiators and facilitators but may become self-dependent. Selepe and Petunia (2020:3) argued that participation can be seen by external agencies as a means to achieve project goals. Selepe and Petunia (2020:3) further maintain that such involvement may be interactive and involve shared decision-making but tends to arise only after major decisions have already been made by external agents and at worst, local people may still only be co-opted to serve external goals.

2.18.4 Interactive participation

According to Mostafa and Mckenzie (2017:1), people participate in joint analysis and the development of plans and capacity building. Participation is seen as a right, not just a means to achieve project goals. Gao; Sa; Li; Tian; Zhang and Gu (2018:224); argued that Interactive participation has been widely discussed in local development. According to Gudowsky and Bechtold (2013:3) social integration theory, interactive engagement gives meaning to an individual's life by enabling them to participate fully, to be obligated, to feel attached to one's community, and to feel fulfilled, which are all beneficial to integrated development planning of local government. unrealistic, unfeasible, or unacceptable. Lev-on and Adler (2013:81)

mentioned that active involvement means collaboration and jointly undertaken responsibilities at all stages of the decision-making process, this consist of agenda setting, issue identification, drafting, decision and implementation. Mabita, Libati and Mulonda (2017:240) argued that interactive participation is the highest form of participation and may be described as a situation where the representatives of the public share a seat at the table with the government representatives. According to Lunkes; Taliani and Lyrio (2015:512), the initiative can come from both the sides, whilst there should be an agreement about the common goals of the process, those involved from the public should be able to retain independence of each stakeholder, and to advocate and campaign for the solutions that can be adopted in the participation process.

2.18.5 Self-mobilization

Adhikani, Kingi and Ganesh (2014:2), demonstrated that people modify systems on their own, without the help of external institutions. The public can establish contact with external institutions for the resources and the technical assistance they require to this bottom-up strategy, but they still retain control over how resources are used. According to Mnguni (2018:37), such bottom-up, independent mobilization and collective action may or may not aim to change the current inequitable allocation of power and money. In addition to the above typologies Pretty (1995), asserts that community initiatives to improve their current circumstances are tied to public participation, as the "community development model" requires.

2.18.6 Authentic public participation.

Davids, Theron, Kealeboga and Maphunye (2009:115-117) observed that the public actively participates in the direction and implementation of a program with the aim of promoting financial well-being, personal development, independence, or other ideals. Scott (2006:695) highlights the fact that there was a national government, a provincial government made up of four provinces, and a local government during the Apartheid era. Scott (2005:695) noted that the national government of the time "de-concentrated the authority through regional offices," while local municipalities could only carry out plans that were approved by federal and provincial regulations. According to scott (2005:697), during the apartheid era, public policy did not accommodate community participation. Scott (2005:696) emphasized that for decades, "African, Indian, and Colored" people had been prohibited from voting, and that black people's participation in municipal governance was limited to their "own management structures. According to Davids (2005:18) the democratic government after 1994 had to find ways to include the previously excluded groups in decision-making processes and through a process that would ultimately lead to participation in the country's economic life in an effort to reverse this discrimination and the exclusion of the majority of the population.

The transformation of local government subsequently positioned this “layer” as a sphere of government with its own powers. Separate from those of national or provincial government (Constitution of the Republic of South Africa 1996). Masango (2002:60) suggests a number of ways to promote what “effective public participation” in the policy process. These ways are cultivating a culture of participation. public education, organizing for participation· capacity building for participation; reforming attitudes towards participation; utilizing appropriate methods of participation; and publicizing local government affairs.

2.19 THE BENEFITS OF PUBLIC PARTICIPATION ON LOCAL LEVELS

According to RSA (2007) there are eight broad benefits of public participation that include Increased level of introduction in communities; Improved service delivery; Greater Accountability and Wealth distribution.

2.19.1 Increased level of introduction in communities

Davids, Theron and Maphunye, (2009), noted that some of these include better governance, better need identification, and public participation for towns, who have an ingrained duty to prioritize the needs of the population at large, this makes it possible for the community to recognize the requirements of the society and encourages community members to take up their proper positions in local government planning and execution procedures. Betidas (2004:1); highlighted that creating ward committees is a legal requirement for local government as a measure to promote community involvement in municipal concerns. Sibanda (2018:40) explains that the amount and standards of municipal services that local residents are entitled to receive are fully and accurately disclosed to them. According to the information provided to the local community, include a culture of development that provide mechanisms, processes, and procedures for participation. An introduction of notifications of municipal council meetings is implemented in this benefit. A clear relationship established and facilitating, co-operation and communication between the municipal administration and the local community is achieved. Community members are informed about how local government is managed.

2.19.2 Improved service delivery

According to Khumalo and Mkhathshwa-ngwenya (2020:271), service delivery that is sensitive to customer requirements and expectations is made possible by public participation. A knowledgeable government can respond to community needs, which will enable it to provide better services and foster greater community empowerment. Mathebula (2018:257), the community involvement in decision making and planning empowers the community in that they have a say in decision that concerns them and the community may decide what is needed

from the council. As indicated by Khumalo and Mkhathshwa-ngwenya (2020:271), the local government is required and expected by society to deliver sustainable service to maintain and improve wellbeing of local communities. Ledimo and Mrtins (2015:575), argued that the local government is also responsible and accountable for the funds received and utilized. Improved service in local government is achieved by maintaining an effective public service that is characterized by providing information, products, and advice to the specific affected society. Local government achieves public participation by being a sphere of government which is closer to the people, this local sphere is closer to the people, this local is transparent, fair, and protective.

2.19.3 Greater Accountability

Sebei (2013:37) indicated that research demonstrates how public involvement can help to reduce corruption. The IDP's budget and planning activities must be disclosed by the council in a transparent manner. Because the council is required to account to the public for its actions, the public can verify that it adheres to the plans established. According to Lunkes, Taliani and Lyrio (2015:512), local government, viewed as a participatory form of government, is becoming more significant in the framework of public governance. According to Smith, (2011:517), including the general public through civil society organizations in the oversight of public service delivery is a crucial component of establishing public accountability in local government. Smith (2011:505), further mentioned that accountability includes the right to demand on the citizen and the capacity and willingness of the state to respond to calls for accountabilities as a set of resolutions. According to Sebei (2013:36), accountability allows citizens' voice and process to increase community-based capabilities and confidence to engage with councils on individuals service delivery concerns.

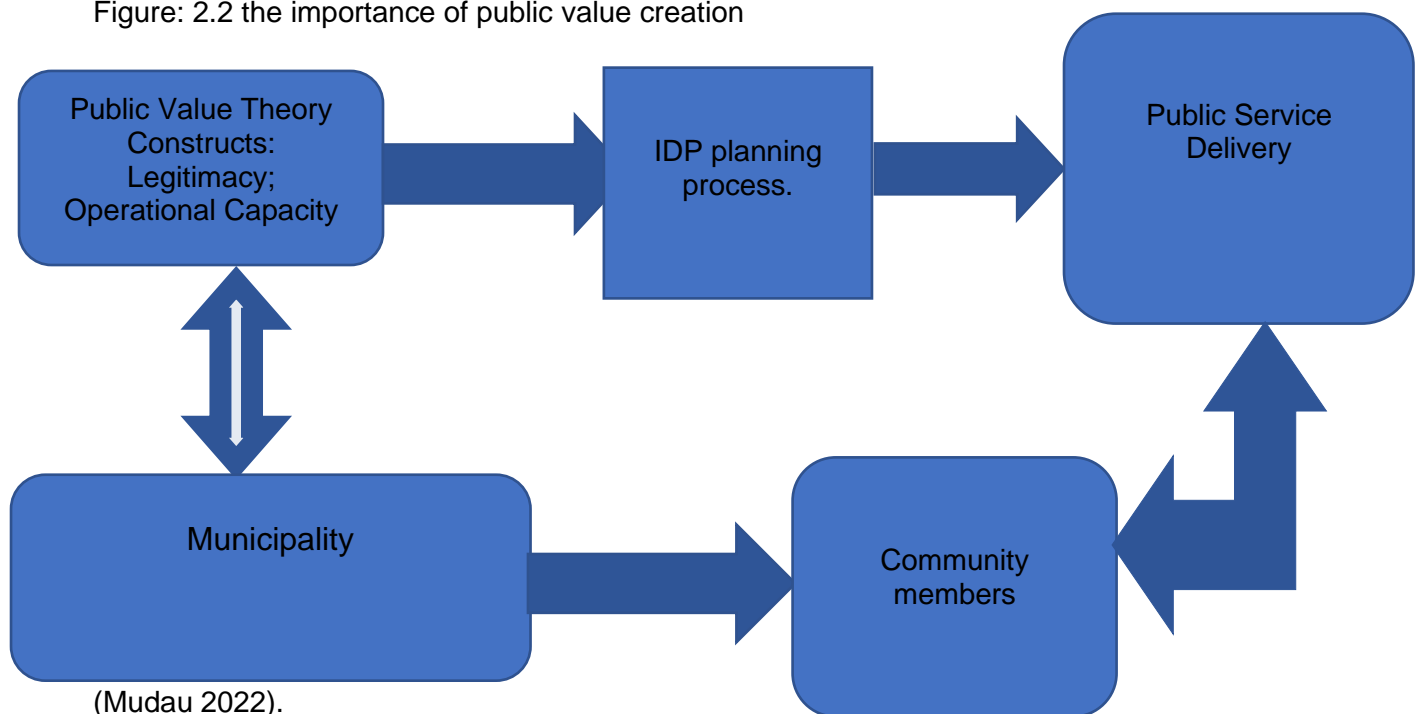
2.19.4 Wealth distribution

Cornwall (2008:269), in the context of inequality in South Africa, the potential of public engagement to share wealth is particularly helpful. This can be done by consulting the public and giving them access to information on local potential for economic development. Lancee and Van der Werfhorst (2012:1167) argued that when resources are unequally distributed, persons in lower economic groups are more likely to choose not to participate because there are fewer resources available. Lancee and Van der Werfhorst (2012:1167) mentioned that wealth distributed equally allows social interaction to instill attitudes such as cooperation including the equal status between citizens, opportunities for personal acquaintance and opportunities for people to share common goals.

2.20 CONCEPTUAL FRAMEWORK

The researcher has viewed theories applied in different studies; therefore, this study focuses on the public value perspective of integrated development planning. The researcher determines that the operational capacity on the effectiveness of IDP is lacking and these influence the inefficiency of service delivery (Pretorius and Schurink, 2007:20). It remains a stumbling block whether municipality are practicing public value; this remains unclear as to how effectiveness does IDP contribute to the creation of public value. This study also seeks to evaluate the importance of public value creation in the effectiveness of IDP in service delivery.

Figure: 2.2 the importance of public value creation



The conceptual framework shown in Figure 2.2 presents the complex domain of public value creation in IDP. The framework links the different processes by which public services are produced to the society. This includes the impact that legitimacy has on the production of these services. By allowing participants to take part in service delivery, citizens' involvement in IDP fosters the production of public value. The value creation state is called for creating value for communities. The operational capacity involves public managers who serve the needs of the public interest. This figure portrays legitimacy on the creation of value that involve fairness and justice to the public service distribution. The public value theory changes the focus of public sector management from within organizational borders to society, from how to deliver better public services to better please people who will use them. alters how public sector entities create goods and services and communicate with the public. Moore's (1995) approach suggests that public management strategies devoted to public value creation do not

only need specific organizational capabilities and resources to deliver services that fulfil social expectations but also need to be politically legitimate and sustainable. The realm of public value creation in IDP has increasing interest of fulfilling citizens expectations in the public service delivery, these public service deliveries can be reached by involving development in the planning process. Public value creation can be thought of as the result of a production process of various public services pursued by government organizations to achieve the common objectives that citizens define in the democratic process IDP where all decision-making processes are treated equally. The Municipality's core aspect is to involve fair participation by community members who influence the decision making within service delivery in IDP processes.

2.21 EMPIRICAL STUDIES ON INTEGRATED DEVELOPMENT PLANNING

This section will present the empirical studies on IDP which includes service delivery, public administration theory, public management theory and public service ethics.

Table 2.2: Empirical studies on IDP

SECTOR	FOCUS	REFERENCES
Service delivery (Local,Economic,Development)	<ul style="list-style-type: none"> • LED should be everybody's business together with, traditional leaders, community members, local businesspeople and the government. • LED is a process or a strategy in which local based individual or organization utilize resources to modify or expand local activity to benefit of the majority in the local community. 	Mahole (2018:193) Mahole (2018:194)
Public Administration theory	<ul style="list-style-type: none"> • Public Administration assist civil servants to improve personnel, organization and method of government offices. 	Mahole (2018:16)
Public Management theory	<ul style="list-style-type: none"> • Public management is concerned with the mobilisation of the individual's skills of good managers to make administration tools operational. • The Vhembe district municipality is facing increased demands for improved service. 	Mahole (2018:8) Mahole (2018:263)
Public service Ethics	<ul style="list-style-type: none"> • Public official has been appointed to serve public members and not to promote isolated interest. 	Mafunisa (2000:5)

(Source: Mahole 2018) and (Mafunisa:2000)

Several studies have been conducted on IDP; this includes a study by Matime (2013:32) which focused on the public participation, this study argued that IDP requires that citizens should be offered an opportunity to raise concerns and they should be informed and be knowledgeable about municipal activities. The study of Dulisa (2013:32) further portrayed that the community must be willing and able to be involved and community members must have an interest, time, opportunity and access to participate. A study by Dulisa (2013:33) contextualizes the demand and supply of service. Mukwevho and Mtapuri (2014: 45) in a study articulated the work on protest that can directly relate to municipality ineffectiveness linked to service delivery. A study

by Dulisa (2013:33) focused more on protest that were directly against poor municipal service delivery. This section seeks to elaborate the public value of IDP in local government. This study will hopefully provide advice that can help municipality to improve and monitor strategies and approaches that will enhance the effectiveness of IDP by applying the public value as a strategy to enhance the development of municipalities. Several studies focused IDP as a main factor and failed to introduce the public value theory, therefore this study differs from other studies as its focus will be on the creation of public value in the public sector, public management, civil society as well as managers. All public sector, municipalities, organizations should have an approach and strategies in the development of IDP, public value remains a significant theory in the development and success of municipalities.

2.21.1 Empirical evidence of public value perspective of Integrated Development Planning in Thulamela Local Municipality

This section outlines the two theories on demand for own municipality in the Malamulele Township. According to Musitha (2016:45) expresses that these demands are motivated by tribalism or ethnicity and the hangover of apartheid policies. The second theory is that Malamulele has suffered the worst service delivery under the Thulamela Local Municipality since the 2000 Local Government elections. This reinforces the findings by the Municipal Demarcation Board of 2015 that, the key point that emerges from this concern is that service delivery has been uneven across the municipal boundary and biased in favor of the Greater Thohoyandou area". Data from documents scrutinized revealed that Thulamela Municipality delivers services to Malamulele as opposed to the claims. There is little evidence that Malamulele community participate in ward committees, which are the instruments of local governance by local communities. The total shutdown of Malamulele has left Vhembe District of the Limpopo Province a destruction on the area with its businesses in ashes and preventing school children from going to school for almost two months. Four schools were burnt to ashes to make sure that no one dared to undermine the total shutdown. No one was allowed to enter or leave the area, as there were monitoring groups to make sure that no one defied the shutdown. The total shutdown followed the demand by the residents for a separate municipality.

The total shutdown followed the demand by the residents for a separate municipality. The Municipal Demarcation Board has twice (2013 and 2015) turned down such demand by saying that Malamulele area did not qualify to have a separate municipality. Among the reasons was that they did not have a tax base to sustain the demanded municipality. Communities in Malamulele wanted to have a separate municipality from Thulamela municipality. This section assessed the two theories namely the provision of service delivery to Malamulele by

Thulamela municipality; the perception of tribalism or ethnicity in the demand for own municipality by Malamulele residents; and community participation in ward committees which are tools of local governance.

2.22 SUMMARY

This chapter outlined the literature on public value, IDP and public participation in local government. The chapter presented theories of public value, public administration, and public management. This study presented public value theory as a model to promote communities to share equal opportunities in decision making of IDP and the importance of human needs, the value of community members in the participation process. This chapter presented and outlined the legislative framework of South Africa that were put in place to monitor the planning process in local government with a mandate of promoting service delivery to communities. Despite the legislative framework policies of IDP, the chapter sought to describe and elaborate the creation of public value as a means of promoting successful planning in local government.

Public administration theory was presented as a strategy that addresses issues from public sector perspective. This chapter outlined the role players of IDP who the main actors in development planning are also. The implementation of IDP participation of communities in local planning remains a crucial part to the success of service delivery. Integrated development planning of local government must practice public value as a pre-requisite to planning to have successful IDP'S that are implementable without harming or excluding any stakeholders. The five phases of IDP were presented. The study presented the types of participation. The layout of the chapter included challenges faced by communities in participation of IDP; lack of unity in communities was found as one of the major challenges in participation that affect commitment of local community to participate openly in the planning process. The chapter also outlined the implications for local government in south Africa. The chapter presented IDP as the basic instrument for local development as the closest to the community. The benefits of public participation in local level presented prioritizing community basic needs. The chapter presented the conceptual framework on the importance of public value creation. The literature suggests that the use of public participation and public values are the core principles of service provision to communities. Despite the provision policies and legislation, of the Constitution of the Republic of South Africa 1996, Section 155, the practice of public value should be mandated when developing IDP'S in local government. The following chapter will present the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The research methodology chapter presents the methodology that was adopted in the study. Philosophical perspective will be discussed in the study. The chapter presents the research strategy, research design, sampling techniques that was adopted in the study, data collection data analysis and ethical consideration. The Section underneath will briefly outline the research method the researcher adopted in the study.

3.2 RESEARCH PARADIGM

Rahi (2017:404) explained that for more than a century, the advocates of quantitative and qualitative research paradigms have engaged in passionate argument. Rahi (2017:403) point out that a paradigm can be referred to as an acknowledged model or pattern, organization structure, a deeper philosophical situation relating to the nature of social phenomena and social structures. Saunders, Lewis and Thornhill (2009:135) mentioned that quantitative believe that social observation should be treated as entities in much the same way that physical scientists treat physical phenomena. As indicated by Saunders, Lewis, and Thornhill, (2009:136), quantitative researchers uphold that social science inquiry should be objective, thus, time and context free generalizations are desirable and possible and actual root of social scientifically results can be determined reliable and validly. Therefore, this study was motivated to adopt the positivist approach. The motivation behind the positivist approach is that positivist approach allowed the researcher to understand the phenomena that exist in the practical world.

3.3 RESEARCH APPROACH

According to Tashakkori and Cresswell (2007:207), quantitative method refers to a scientific method wherein its grounds can be identified in positivist paradigm, this method focuses on fresh collection in accordance with the problem from a large population. Rahi (2017:405) mentioned that quantitative research is research method dealing with numbers and anything that is measurable in a systematic way of investigation of phenomena. This study included knowledge that was obtained through observation. Quantitative research was useful for the researcher to investigate the nature of the problem using larger sample size drawn out from all officials working at Thulamela Local Municipality and community members residing within the Municipality as representatives of the entire population. On the other hand, quantitative research brings similar research results obtained from different groups of participants.

3.4 RESEARCH STRATEGY

According to Wedawatta, Ingirige and Amaratunga (2011:4), research strategy is an overall plan of how the researcher will go about answering questions. Saunders, Lewis, and Thornhill (2009:107) argue that research strategy refers to a step-by-step plan of action that gives direction to the researcher's effort and thoughts enabling the researcher to conduct research systematically to produce quality outcomes and comprehensive reporting. Research strategies provide the overall direction of the research together with the process by which an investigation is conducted. The research strategy helped to define why the study employed a particular strategy and to conduct the study in an effective manner. The research strategy assisted this study to use detailed data collection technique to support the argument.

3.5 RESEARCH DESIGN

According to Rahi (2017:405), research design is a process of gathering and interpreting of data with a clear objective. Additionally, Rahi (2017:404) points that research design is a strategic framework for action that serves as a bond between research questions and execution or implementation of the investigation plan. Thus, methodology indicated that the goal of a sound research design is to provide results that are judged to be credible.

Saunders, Lewis and Thornhill (2009:132) express that this study adopted a descriptive research design. Descriptive research is a study designed to depict the participants in an accurate manner and also describing people who take part in the study. Moreover, Saunders, Lewis and Thornhill, (2009:132). further defined descriptive design as a research method that uses statistics gathered from actual life experiences to produce quantitative findings, using people as the study's subjects, the descriptive research approach enabled the researcher to examine the nature of the issues that arise in everyday life. However, the strategy enabled the researcher to get conclusive results by comparing data collected from several subjects.

3.6 POPULATION OF THE STUDY

Rahi (2017:405) explained that population refers to all people or items that one wishes to understand. According to Zerebski (2012:4), population is the sum of all subjects who meet a set of criteria, making up the complete group of people who are relevant to the study and to whom general conclusions can be drawn. Additionally, the population included residents of the Thulamela local municipality as well as employees of all ages working at various levels of operation within the municipality. The population was selected because the presence of poor service delivery rest upon the communities of Thulamela local Municipality. The researcher distributed data collection instruments to Thulamela local municipality and community

members residing in the Thulamela Local Municipality. The total population of Thulamela Local Municipality is plus or minus 618462.

3.7 SAMPLING

Rahi (2017:3) provides that sampling refers to the process of selecting a sample of units from data set to measure the characteristics, beliefs and attitude of the people. According to Singh and Micah (2014:5), samples are measurements taken from a population that a researcher is interested in or portions of a population that are considered for actual inclusion in the study. The sampled group in this study includes Municipal manager, integrated development plan manager (IDP), integrated development plan officials (IDP), Local economic development manager (LED), Local economic development officials (LED), chairperson of Ward committees, SANCO chairperson, community development workers (CDW'S), selected community members. The researcher selected the sample because the sample forms part of the implementation in the integrated development planning process. The researcher selected the sample to find conclusive findings to understand the existence of public value of integrated development planning process. Cluster sampling remains an ideal tool as this study is dealing with large population. Probability study will be adopted. According to Rahi (2017:3), probability is a sampling approach where each unit has certain pre-assigned chance of inclusion in a sample. A definition by King (2011: Np), portrays that probability sampling is a sampling where each person in the universe has an equal chance of being chosen for a sample and every collection of people of the same size has an equal probability of becoming the actual sample. Probability sampling is absence of systematic errors and sampling bias; therefore, this assisted the researcher to avoid bias. High level of reliability of research findings was reached in probability sampling. Probability sampling allowed the researcher to make inferences about the population.

3.7.1 Cluster sampling method

According to Singh and Micah (2014:5), cluster sampling is a sampling method where the entire population is divided into groups, or clusters, and a random sample of these clusters are selected. All observations in the selected clusters are included in the sample. Singh and Micah (2014:5), further argue that cluster sampling is a sampling technique used when "natural" but relatively homogeneous groupings are evident in a statistical population. Through cluster sampling method the researcher was able to divide the participant into clusters and this benefited the researcher when sampling a large population. This method guided the selection of criteria to determine who amongst the available employees and community members of Thulamela Local Municipality can be selected in the sample. These assisted the

researcher to analyze a public value perspective of integrated development planning in Thulamela Local Municipality.

3.8 SAMPLING SIZE

Singh and Micah (2014:6) defined sampling size as a technique of electing the number of observations to include in a sample. According to Singh and Micah (2014:6) the sample is an important feature of any study or investigation in which the aim is to make inferences about the population from a sample. A sample size in a study can be determined based on the cost of data collection and based on sufficient statistical power. The total sample size of the study was 120 drawn out from representatives of all age groups at all levels of employment in Thulamela Local Municipality and representative from community residing in the Thulamela municipality. The sampled size included 01 municipal manager, 01 integrated development plan Manager, 06 integrated development plan officials (IDP), 01 local economic development manager (LED), 04 local economic development officials (LED), 08 Chairperson of ward committees, 05 SANCO chairpersons, 04 community development workers (CDW), 90 selected community members in the area Thulamela Municipality.

3.9 DATA COLLECTION

Neuman, (2015:78), defines data collection as a method that provides a clear description on how data will be accumulated from targeted research contributors. According to Celano (2014:11), data collection is a planned strategy that specify various ways in which participants' information will be retrieved. The researcher used primary data. Primary data was used to give a foundation for the researcher's investigation. The data analysis methods that was used is structured questionnaire.

According to Rahi (2017:405) primary data is defined as true, unique information that has been created for the first time by the resource and includes information gathered with the intention of finding a solution to the issue at hand. Singh and Micah (2014:20) further explains that primary data refers to the information composed by the researcher through interview and questionnaire. McCrindle (2008:577) explains that a questionnaire is a set of inquiries made of a subject in order to gather statistically significant information about that subject. Rahi (2017:406) defines questionnaire as a group of questions created with the intention of eliciting information from respondents about the subject of the inquiry. The researcher used structured questionnaires. Alshenqueety (2014:40) defined structured questionnaires as a method where the researcher anticipates all possible answers with pre-coded responses. The questionnaire was hand delivered and collected after completion. Structured questionnaire allowed participant to respond to the same statement as participants are offered the same statement,

therefore this enabled the study to reach out more participants in different areas. Structured questionnaires provided confidentiality to the participants as they complete the questionnaire honestly and this increased the response rate. In this study 120 respondents were given questionnaires. The questionnaire was divided into two sections, the first section consisted of demographic detail that was measured in terms of the position of respondents. Structured questionnaire in this study consisted of the Likert scale that was in a form of strongly agree, agree, not sure, strongly disagree and disagree, to a great extent, to a moderate extent to some extent, to a small extent, not at all, very important, important, somewhat important, rarely important, not important at all.

3.10 PILOT STUDY

According to Van Teijlingen and Hundley (2001:289), Pilot study also called a 'feasibility' refers to specific pre-testing of research instruments, including questionnaires or interview schedules. Leon, Davis, and Kraemer (2011:626) assert that a pilot study is a small-scale test stage of methodologies in which the researcher gathers a limited amount of data to evaluate the research procedures, spot any potential issues with the data collection protocols, and prepare the ground for the actual study. The pilot was used to pre-test the research instrument due to the large population of the study. The researcher administered the instrument to a small number of the total of 04 participants in order to pilot test the effectiveness of the instrument and also to remove any language ambiguity. All participants who formed part of pilot testing did not form part of the final study to avoid biasness of responses.

3.11 DATA ANALYSIS

According to Sukamolson (2007:11), data analysis is the stage of the research process where the researcher focuses individually on a particular variable to identify study findings using a variety of statistical and mathematical tools. Skinner (2007:4) points out that data analysis is the process of giving the vast amount of gathered data organization, structure that is significant to assess data, the researcher utilized statistical analysis to analyze the data. The researcher first coded the data and then analyzed the data. Data collected through questionnaires was analyzed through tabular form and was presented through frequency and percentages.

3.12 ETHICAL CONSIDERATIONS

Neuman (2015:6) explained that ethical consideration is concerned with matters of plagiarism and honesty in reporting of results in all research. Goddyn (2001:1) points that ethical consideration is a set of rules provided by professional organizations to direct research activity and to define behavior. The researcher used the following ethical considerations.

3.12.1 Permission to conduct the study.

The researcher was given a formal letter from the University of Venda which gave the researcher permission to conduct the study. The researcher submitted the letter to the Thulamela Local Municipality to get permission to collect the data. After receiving the formal letter from the Thulamela Local Municipality that gave permission the researcher to conduct the study, the researcher resumed with collecting the data. The letter from University of Venda is attached as Annexure A and the letter from Thulamela Local Municipality is attached as Annexure B.

3.12.2 Informed consent form

Goddyn (2001) stated that the right to informed consent is the right of participants to be fully informed about the research, how it will affect them, the risks and rewards of participation, and their ability to withdraw their consent at any moment throughout the study. The researcher put in place ethical consideration by ensuring that the nature of the study is fully explained to all participants. This included explaining the research goals and objectives of the study to the participants.

3.12.3 Voluntary participation

According to Mzimela (2013:37), the term "voluntary participation" describes the participant's freedom and readiness to submit to the inspection of the research at hand. The researcher ensured that the participants sign a consent form to record informed consent agreement as a waiver for voluntary participation.

3.12.4 No harm to the participants

According to Welman (2005:129), no harm to participants means that participants should be given the assurance that they will be identified against physical and emotional harm. In this study respondents were made aware of the objectives of the study and the researcher informed the respondents about what the study was all about. Participants' information was not disclosed to anyone other than the researcher. No participants were forced to form part of the study and that participants were free to opt out of the study at any time.

3.12.5 Confidentiality and anonymity

An argument brought by Goddyn (2001:703), declares that the term confidentiality refers to the guarantee that data and information are kept private, secret, and are not divulged to unauthorized people. Part of the ethical concern to be addressed include among others anonymity and confidentiality among the participants. The researcher protected confidential information. According to Goddyn (2001:12), anonymity refers to a method of privacy

protection and ethical protection that people who are being studied remain nameless, their identity is protected from disclosure and remains unknown. The researcher applied anonymity where participants were only allowed to provide names voluntarily, on the instrument/questionnaires and all participant's personal information has been kept confidential.

3.13 SUMMARY

This chapter outlined the research design and research methodologies that were used when conducting the research study. The study examined the definition of research design to get an insight of how appropriate decision was made to collect data. This study focused on the quantitative method namely positivist approach. The study area was clearly defined and described followed by the population of the study. The sampling method was described to come up with a sample. This chapter outlined the sampling size to identify the target participants in the study. This chapter outlined and presented the research instruments used in the study. The chapter presented the use of questionnaire. The researcher followed ethical considerations during the process of the study.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 INTRODUCTION

This chapter presents the perception and understanding of public value perspective of integrated development planning in Thulamela Local Municipality. The data on public value perspective was collected using quantitative methods which involved the application of questionnaire. The responses to the questionnaire were presented in a tabular form followed by a brief synthesis of the findings.

4.2 ANALYSIS OF DATA COLLECTED THROUGH QUESTIONNAIRE

This section presents analysis of data collected through questionnaire and information was presented in a tabular form, frequencies, and percentages. This section is divided into two sections, Section A which presents the Demographic details of the respondents and Section B which presents a Public value perspective of integrated development planning.

4.2.1 SECTION A: BIOGRAPHICAL DETAILS OF RESPONDENTS

This subsection presents the positions of the respondents who participated in the study. The information is presented in tabular form followed by a synthesis of the findings.

Table 4.1 Position of respondents

	Respos	Frequencies	Percentages
1	Municipal Manager	01	1.2%
2	Manager of (IDP) Integrated Development Plan	01	1.2%
3	(IDP) Integrated Development Plan officials	06	5%
4	(LED) Local Economic Development manager	01	1.2%
5	(LED) Local Economic Development officials	04	3.3%
6	(CDW) Community development workers	04	3.3%
7	(SANCO) South African National Civic Organization	05	6%
8	Ward committee	08	9.6%
9	Community Members	90	70%
	TOTAL	120	100%

(Source: Mudau, 2022).

The table above indicates that 01 (1.2%) of the respondents who took part in the study were municipal managers. Regarding the position of respondents, 01 (1.2%) of respondents who took part in the study was integrated development manager (IDP) while 06 (05%) of the respondents was Integrated development plan officials. From the information provided above 01 (12%) of the respondents included local economic development manager whereas 04 (3.3%) of the respondent was local economic development officials. The table above shows that 04 (3.3%) of the respondents who participated in the study were Community development workers while 05 (06%) of the respondents who took part of the study were South African National Civic Organization committee. Table 4.3 shows that 08 (9.6%) of the respondents who took part in the study were ward committees. From the above information it can be concluded that the most participants who took part in the study were 90 constituting (70%).

4.2.2 SECTION B: PUBLIC VALUE PERSPECTIVE OF INTEGRATED DEVELOPMENT PLANNING

This section presents the data which arose from specific objectives of the study which are, the effectiveness of IDP on the creation of public value, challenges faced by communities and municipalities during public participation, Strategies that can be used to enhance the effectiveness of IDP process.

4.2.2.1 Public value perspective of integrated development planning.

This subsection presented data regarding the public value perspective of integrated development planning. The data was presented in the form of tables, frequencies and percentages followed by interpretations.

Table 4.2 The approach to Local Economic Development (LED) seeks to enable local communities to participate in national development.

	Response	Frequencies	Percentages
1	Strongly agree	26	21.6%
2	Agree	69	57.5%
3	Not sure	22	18.3%
4	Disagree	01	1.2 %
5	Strongly disagree	02	1.6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the response at 69 (57.5%) agreed that the approach to Local Economic Development (LED) seeks to enable local communities to participate in national development.

From the information given above it is indicated that 26 (21.6%) of the respondents strongly agreed that the approach to Local Economic Development (LED) seeks to enable local communities to participate in national development. Twenty-two 22 (18.3%) of the respondents were not sure whether the approach to Local Economic Development (LED) seeks to enable local communities to participate in national development while one 01 (1.2%) of the respondents disagreed, 02 (1.6%) of the respondents strongly disagreed with the statement. From the information provided in table 4.2 it can be concluded that majority of the respondents at 69 (57.7%) agreed the approach to Local Economic Development (LED) seeks to enable local communities to participate in national development.

Table 4.3 The approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment.

	Response	Frequencies	Percentages
1	Strongly Agree	31	25,6%
2	Agree	62	51,6%
3	Not Sure	24	20%
4	Disagree	01	0,8%
5	Strongly Disagree	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents While 62 (51.6%) agreed that the approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment from the information given above it is indicated that 31 (26%) of the respondents strongly agreed that the approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment. Twenty 24 (20%) of the respondent were not sure whether the approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment. While one 01 (0,8%) of the respondents disagreed, 02 (1.6%) of the respondents strongly disagreed with the statement. From the information provided in table 4.1 it can be concluded that majority of the respondents at 62 (51.6%) of the respondents agreed that the approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment.

Table 4.4 The approach to LED seeks to promote expansion of local markets, enhance competitiveness and sustain the growth of the municipality.

	Response	Frequencies	Percentages
1	Strongly Agree	34	28,3%
2	Agree	62	51,6%
3	Not Sure	21	17,5%
4	Disagree	02	1,6%
5	Strongly Disagree	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 62 (51,6%) agreed that the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustains the growth of the municipality. The chart indicates that 34 (28,3%) of the participants strongly agreed that the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustains the growth of the municipality. The above information provides that 21 (17,5%) were not sure if the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipality and 02 (1,6%) Disagreed that the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipality. One (0,8%) Strongly disagreed that the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipality. The chart concludes that majority of the participants at 62 (52%) Agreed that the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipality.

Table 4.5 The approach to LED seeks to promote self-reliance through the empowering citizens.

	Response	Frequencies	Percentages
1	Strongly Agree	45	37,5%
2	Agree	62	51,6%
3	Not Sure	11	9,1%
4	Disagree	01	0,8%
5	Strongly Disagree	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents of 62 (51,6%) Agreed that the approach to LED seeks to Promote Self-reliance through the empowering citizens. The information above elaborates that 45 (37,5%) of the participants strongly agreed that the approach to LED seeks to Promote Self-reliance through the empowering citizens. The chart indicates that 11 (9,1%) of the participants were not sure whether the approach to LED seeks to Promote Self-reliance through the empowering citizens while 01 (0,8%) Disagreed. One of 01 (0,8%) of the participants strongly disagreed that the approach to LED seeks to Promote Self-reliance through the empowering citizens. The chart concludes that majority of the participants at 62 (51,6%) agreed that the approach to LED seeks to Promote Self-reliance through the empowering citizens.

Table 4.6 The approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth.

	Response	Frequencies	Percentages
1	Strongly Agree	29	24,1%
2	Agree	67	55,8%
3	Not Sure	21	17,5%
4	Disagree	02	1,6%
5	Strongly Disagree	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents 67 (55,8%) Agreed The approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth The above information stipulates that 29 (24,1%) participants Strongly agreed that the approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth, and 21 (17,5%) were not Sure if the approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth. 02 (1,6%) of the response Disagreed that the approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth while 01 (0,8%) Strongly disagreed the approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth. The above chart concludes that Majority 67 (55,8%) of the respondents agreed the approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth.

Table 4.7 The municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies.

	Response	Frequencies	Percentages
1	Strongly Agree	43	35,8%
2	Agree	53	44,1%
3	Not Sure	18	15%
4	Disagree	05	4,1%
5	Strongly Disagree	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Fifty-three 53 (44,1%) of the majority of respondents agreed that the municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies. The above graph indicates that 43 (35,8%) agreed that the municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies, 18 (15%) were not sure if the municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies while 05 (4,1%) disagreed that the municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies and 01(0,83%) Strongly disagreed that the municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies, this graph concludes that 53 (44,1%) of the majority respondents agreed that the municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies.

Table 4.8 The municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area.

	Response	Frequencies	Percentages
1	Strongly Agree	40	33,3%
2	Agree	62	51,6%
3	Not Sure	15	12,5%
4	Disagree	03	4,1%
5	Strongly Disagree	0	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 62 (51,6%) Agreed that the municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's

area. This Graph portrayed that 40 (33,3%) Strongly agreed that the municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area, and 15 (12,5%) of the respondents were not sure if the municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area. Three (2,5%) Disagreed that the municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area and none (0%) of the respondents did not strongly disagree that the municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area.

4.2.2.2 Effectiveness of Integrated Development Planning on the creation of public value.

This subsection presented data regarding the effectiveness of Integrated Development Planning on the creation of public value. The data was presented in the form of tables, frequencies and percentages followed by interpretations.

Table 4.9 The IDP process encourages political loyalty of public servants.

	Response	Frequencies	Percentages
1	Very Important	56	46,6%
2	Important	47	39,1%
3	Somewhat Important	13	10,8%
4	Rarely important	02	1,6 %
5	Not important at All	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of respondents at 56 (46,6%) indicated that it is very important that the IDP process encourages political loyalty of public servants while 47 (39,1%) stated that it is important that IDP process encourages political loyalty of public servants and 13 (10,8%) of the respondents indicate that it is important that IDP process encourages political loyalty of public servants. 02 (1,6%) of the respondents indicated that it is rarely important that IDP process encourages political loyalty of public servants while 02 (1,6%) indicated that it is not important that IDP process encourages political loyalty of public servants. Majority of the respondents indicated that it is very important that the IDP process encourages political loyalty of public servants.

Table 4.10 Public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion.

	Response	Frequencies	Percentages
1	Very Important	57	47,5%
2	Important	46	38,3%
3	Somewhat Important	15	12,5%
4	Rarely important	01	0,8 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

The table indicates that the majority of the respondents at 57 (47,5%) of the respondents noted that it is very important that public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion while 46 (38,3%) indicated that it is important that public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion. Fifteen (12,5%) showed that is somewhat important that Public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion and 01 (0,8%) stated that is rarely important that Public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion while 01 (0,8%) displayed that it is not important at all that Public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion. This study concludes that public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion.

Table 4.11 During the IDP process, the interests of diverse stakeholders is balanced by not letting one dominates.

	Response	Frequencies	Percentages
1	Very Important	45	37,5%
2	Important	54	45%
3	Somewhat Important	18	15%
4	Rarely important	01	0,8 %
5	Not important at All	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 54 (45%) of the respondents indicated that it is important during the IDP process, the interests of diverse stakeholders is balanced by not letting one dominates. The above table shows that 45 (37,5%) of the respondents stated that it is very important that during the IDP process, the interests of diverse stakeholders is balanced by not letting one dominates. Eighteen 18 (15%) indicate that it is somewhat important that During the IDP process, the interests of diverse stakeholders is balanced by not letting a single one dominates while 01 (0,8%) displays that it is rarely important that During the IDP process, the interests of diverse stakeholders is balanced by not letting a single one dominates a very few of the respondents at 02 (1,6%) indicated that it is not important that during the IDP process, the interests of diverse stakeholders is balanced by not letting a single one dominates. The literature of the study outlined different stakeholders forming part on the integrated development planning process and on this table, it can be concluded that majority of the respondents are much aware that During the IDP process, the interests of diverse stakeholders is balanced by not letting one dominates.

Table 4.12 The IDP process should result in the immediate satisfaction of the needs of users.

	Response	Frequencies	Percentages
1	Very Important	55	45,8%
2	Important	50	41,6%
3	Somewhat Important	13	10,8%
4	Rarely important	01	0,8 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the students at that 55 (45,8%), noted it is very important that the The IDP process should result in the immediate satisfaction of the needs of users while 50 (41,6%) of the respondents stated that it is important that The IDP process should result in the immediate satisfaction of the needs of users. 13 (10,8%) of the respondent's noted that it is somewhat important that the IDP process should result in the immediate satisfaction of the needs of users while one (0,8) indicated that IDP process should result in the immediate satisfaction of the needs of users. One (0,8%) showed that it is not important at all for the IDP process to result in the immediate satisfaction of the needs of users. The literature of this study showed that the planning process of the IDP should benefit communities and majority of the respondents indicated that the IDP process should result in the immediate satisfaction of the needs of users.

Table 4.13 Public servants should focus on high productivity.

	Response	Frequencies	Percentages
1	Very Important	48	40%
2	Important	49	40,8%
3	Somewhat Important	19	15,8%
4	Rarely important	01	0,8 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents while 49 (40,8%) indicated that it is important that public servants focus on high productivity, while 49 (40,8%) indicated that it is very important that public servants focus on high productivity. Nineteen 19 (15,8%) indicated that important that public servants focus on high productivity and 01 (0,8%) indicated that it is rarely important for public servants should focus on high productivity while 01 (0,8%) indicate that is not important all for public servants to focus on high productivity. The above information concludes that majority of the response showed that it is very important to focus on high productivity.

Table 4.14 The municipality should adopt “businesslike” operations to be efficient.

	Response	Frequencies	Percentages
1	Very Important	54	45%
2	Important	47	43,1%
3	Somewhat Important	17	14,1%
4	Rarely important	01	0,8 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 54 (45%) of the respondents in this study show that it is very important that the municipality should adopt “business microoperations to be efficient while 47 (43,1) indicated that it is important that the municipality should adopt “business -like” operations in order to be efficient. The respondents at 17 (14,1%) portrayed that it is rarely important that the municipality should adopt business like operation to be efficient. Respondents indicated that 01 (0,8%) of noted that it is rarely important that the municipality should adopt business like operations to be efficient while 01 (0,8%) showed that it is not important at all that the

municipality adopts “businesslike” operations to be efficient. Majority of the participants indicated that municipality should adopt “businesslike” operations to be efficient.

Table 4.15 The Municipality should be accountable to the society in general.

	Response	Frequencies	Percentages
1	Very Important	52	43,3%
2	Important	54	45%
3	Somewhat Important	12	10%
4	Rarely important	02	1,6 %
5	Not important at All	0	0%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 54 (45%) indicated that it is important that the municipality should be accountable to the society in general. The response at 52 (42,5%) showed that it is very important that the municipality should be accountable to the society in general. Respondents at 12 (10%) indicated that it is somewhat important that municipality should be accountable to the society in general and 02 (1,8%) indicated that it is rarely important that municipality should be accountable to the society in general. The table above concludes that all the respondents mandate that the municipality should be accountable to the society in general.

Table 4.16 There is emphasis on continuity by focusing on the long term and maintenance of traditions.

	Response	Frequencies	Percentages
1	Very Important	47	39,1%
2	Important	52	43%
3	Somewhat Important	17	14,1%
4	Rarely important	01	0,8 %
5	Not important at All	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 52 (43%) respondents indicate that it is important that there is emphasis on continuity by focusing on the long term and maintenance of traditions. The above table indicates that 47 (39,1%) show that it is very important that there is emphasis on continuity by focusing on the long term and maintenance of traditions and some of the respondents at 17

(14,1%) indicated that it is somewhat important that there is emphasis on continuity by focusing on the long term and maintenance of traditions. The respondents at 01 (0,8%) indicated that it is rarely important that there is emphasis on continuity by focusing on the long term and maintenance of traditions while 03 (2,5%) indicated that emphasis on continuity by focusing on the long term and maintenance of traditions. The table concludes that it is important that there must be emphasis on continuity by focusing on the long term and maintenance of traditions.

Table 4.17 The municipality emphasizes innovation during the IDP process.

	Response	Frequencies	Percentages
1	Very Important	45	37,5%
2	Important	49	40,8%
3	Somewhat Important	24	20%
4	Rarely important	01	0,8 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 49 (40,8%) respondents show it is important for the municipality to emphasize innovation during the IDP process. Forty-five 45 (37,5) of the respondents indicated that it is very important that the municipality emphasizes innovation during the IDP process. Conversely, some respondents at 24 (20%) indicate that the municipality emphasizes innovation during the IDP process. respondents noted that 01 (0,8%) of the participants mentioned that it is rarely important that the municipality emphasizes innovation during the IDP process and 01 (0,8) showed that the municipality emphasizes innovation during the IDP process. It can be concluded that municipality emphasizes innovation during the IDP process.

Table 4.18 There should be equal treatment by avoiding discrimination based on gender, ethnicity, and religion that users encounter.

	Response	Frequencies	Percentages
1	Very Important	60	50%
2	Important	34	28%
3	Somewhat Important	24	20%
4	Rarely important	02	1,6 %
5	Not important at All	0	0,8%
	TOTAL	120	100%

The table indicated that 60 (5%) of the majority respondents noted that it is very important that there should be equal treatment by avoiding discrimination based on gender, ethnicity and religion that users encounter, while 34 (28%) of the respondents indicated that it is important that there should be equal treatment by avoiding discrimination based on gender, ethnicity and religion that users encounter. A few respondents of 02 (1,6%) indicated that it is important that there should be equal treatment by avoiding discrimination based on gender, ethnicity and religion that users encounter. The data displays that 02 (1,6%) showed that it is rarely important that there should be equal treatment by avoiding discrimination based on gender, ethnicity, and religion that users encounter. None of the respondent indicated that it is not important at all that there should be equal treatment by avoiding discrimination based on gender, ethnicity, and religion that users encounter. A conclusion can be made that the right procedure is followed equally despite gender and religion and members are given equal treatment of involvement.

Table 4.19 There is emphasis on continuity by focusing on the long term and maintenance of traditions.

	Response	Frequencies	Percentages
1	Very Important	47	39,1%
2	Important	52	43%
3	Somewhat Important	17	14,1%
4	Rarely important	01	0,8 %
5	Not important at All	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 52 (43%) respondents indicate that it is important that there is emphasis on continuity by focusing on the long term and maintenance of traditions. The above table indicates that 47 (39,1%) show that it is very important that there is emphasis on continuity by focusing on the long term and maintenance of traditions and some of the respondents at 17 (14,1%) indicated that it is somewhat important that there is emphasis on continuity by focusing on the long term and maintenance of traditions. The respondents at 01 (0,8%) indicated that it is rarely important that there is emphasis on continuity by focusing on the long term and maintenance of traditions while 03 (2,5%) indicated that emphasis on continuity by focusing on the long term and maintenance of traditions. The table concludes that it is important that there must be emphasis on continuity by focusing on the long term and maintenance of traditions.

Table 4.20 The municipality emphasizes innovation during the IDP process.

	Response	Frequencies	Percentages
1	Very Important	45	37,5%
2	Important	49	40,8%
3	Somewhat Important	24	20%
4	Rarely important	01	0,8 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 49 (40,8%) respondents show it is important for the municipality to emphasize innovation during the IDP process. Forty-five 45 (37,5) of the respondents indicated that it is very important that the municipality emphasizes innovation during the IDP process. Conversely, some respondents at 24 (20%) indicate that the municipality emphasizes innovation during the IDP process. respondents noted that 01 (0,8%) of the participants mentioned that it is rarely important that the municipality emphasizes innovation during the IDP process and 01 (0,8) showed that the municipality emphasizes innovation during the IDP process. It can be concluded that municipality emphasizes innovation during the IDP process.

Table 4.21 The municipality ensures good career opportunities for employees.

	Response	Frequencies	Percentages
1	Very Important	46	38,3%
2	Important	43	35,8%
3	Somewhat Important	26	21,6%
4	Rarely important	3	2,5 %
5	Not important at All	2	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

According to the table, the majority of the respondents at 46 (38,3%), showed that it is very important that the municipality ensures good career opportunities for employees, while 43 (35,8%) showed that the municipality ensures good career opportunities for employees. Twenty-Six (21,6%) indicated that it is rarely important that the municipality ensures good career opportunities for employees and 03 (2,5%) indicated that the municipality ensures good career opportunities for employees. Few respondents of 02 (1,6%) noted that it is not important at all that the municipality ensures good career opportunities for employees. A conclusion is

drawn that the communities residing in Thulamela benefit from project and career opportunity since they are part of the planning process.

Table 4.22 The municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process.

	Response	Frequencies	Percentages
1	Very Important	38	31,6%
2	Important	62	51,6%
3	Somewhat Important	15	12,5%
4	Rarely important	04	3,3 %
5	Not important at All	01	0,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 62 (51,6%) respondents indicated that it is important that the municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process. According to the respondents, 38 (31,5%) showed that it is very important that the municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process. Some respondents showed that 15 (12,5%) indicated that the municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process, while some at 04 (3,3%) portrayed that the municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process. Only 01 (0,8%) showed that it is not important at all that the municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process. The above figure indicates that local society practices democracy when it comes to needs and decision making in the IDP.

Table 4.23 Networking is used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions.

	Response	Frequencies	Percentages
1	Very Important	39	32,5%
2	Important	53	44,1%
3	Somewhat Important	20	16,6%
4	Rarely important	05	4,1%
5	Not important at All	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Most of the respondents at 53 (44,1%) portrayed that it is important for Networking to be used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions. The above information shows that 39 (32,5%) noted that it is very important that networking is used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions. Respondents at 20 (16,6%) showed that networking is used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions and 05 (4,1%) showed that it is rarely important that Networking is used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions. Only 03 (2,5%) showed that it is not important at all for Networking to be used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions.

4.2.2.3 The challenges faced by the communities and the municipality during public participation in the integrated development planning process.

This subsection presented data regarding the challenges faced by communities and municipalities during public participation. The data was presented in the form of tables, frequencies, and percentages, followed by interpretation.

Table 4.24 Local authorities are not equipped to undertake the developmental role envisaged in the IDP.

	Response	Frequencies	Percentages
1	Strongly Agree	26	25,8%
2	Agree	31	25,8%
3	Not Sure	22	18,3%
4	Disagree	31	25,8%
5	Strongly Disagree	10	8,3%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 31 (25.8%) agreed that local authorities are not equipped to undertake the developmental role envisaged in the IDP. The respondents indicated that 26 (21,6%) strongly agree that local authorities are not equipped to undertake the developmental role envisaged in the IDP. A total of 22 (18,3) were not sure if local authorities are not equipped to undertake the developmental role envisaged in the IDP, while 31 (25,8%) disagreed that Local authorities are not equipped to undertake the developmental role envisaged in the IDP. Only a few 10 (8,3%) showed that they strongly disagree that Local authorities are not equipped to undertake the developmental role envisaged in the IDP. This section concluded

that some respondents are not quite sure if local authority can or cannot undertake development role in planning the IDP.

Table 4.25 The traditional role of local government is non consultative and paternalistic.

	Response	Frequencies	Percentages
1	Strongly Agree	38	31,6%
2	Agree	31	25,8%
3	Not Sure	28	23,3%
4	Disagree	20	16,6%
5	Strongly Disagree	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 38 (31,6%) strongly agreed that the traditional role of local government is non consultative and paternalistic, while 31 (25,8%) agreed that the traditional role of local government is non consultative and paternalistic. Twenty-eight respondents were not sure if the traditional role of local government is non consultative and paternalistic and 20 (16,6%) disagreed that the traditional role of local government is non consultative and paternalistic. 03 (2,5%) of the respondents strongly disagreed that the traditional role of local government is non consultative and paternalistic.

Table 4.26 Local authorities lack the capability to coordinate multiple stakeholders in development initiatives.

	Response	Frequencies	Percentages
1	Strongly Agree	28	23,3%
2	Agree	41	34,1%
3	Not Sure	25	20,8%
4	Disagree	20	16,6%
5	Strongly Disagree	06	5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 41 (34,1%) agreed that Local authorities lack the capability to coordinate multiple stakeholders in development initiatives. The data presented above shows that 28 (23,3%) strongly agreed that local authorities lack the capability to coordinate multiple stakeholders in development initiatives. Some respondents of 25 (20,8) were not sure if Local authorities lack the capability to coordinate multiple stakeholders in development initiatives

and 20 (16,6) disagreed that Local authorities lack the capability to coordinate multiple stakeholders in development initiatives. Only a few 06 (05%) of the respondents strongly disagreed that Local authorities lack the capability to coordinate multiple stakeholders in development initiatives. It can be concluded that Local authorities lack the capability to coordinate multiple stakeholders in development initiatives and respondents do not trust the capability of the local authorities in development initiatives.

Table 4.27 Operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate.

	Response	Frequencies	Percentages
1	Strongly Agree	29	24,1%
2	Agree	38	31,6%
3	Not Sure	29	24,1%
4	Disagree	09	7,5%
5	Strongly Disagree	15	12,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at a total of 38 (31,6%) agreed that operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate. According to the respondents 29 (24,1%) strongly agreed that operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate. A total of 29 (24,1%) were not sure if operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate and 9 (7,5%) disagreed that operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate. A few respondents of 15 (12,5%) Strongly disagreed that operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate. A conclusion can be drawn that there is still a gap between the spheres of government to operate as equal partners.

Table 4.28 There is too much control from the three levels of government which frustrates the process of democracy.

	Response	Frequencies	Percentages
1	Strongly Agree	33	27,5%
2	Agree	37	30,8%
3	Not Sure	26	21,6%
4	Disagree	09	7,5%
5	Strongly Disagree	15	12,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

A total of the majority respondents of 37 (30,8%) agreed that there is too much control from the three levels of government which frustrates the process of democracy, while 33 (27,5%) Strongly agreed that there is too much control from the three levels of government which frustrates the process of democracy. According to 26 (21,6%) of the respondents were not sure if there is too much control from the three levels of government which frustrates the process of democracy, while 09 (7,5%) of the respondents disagreed that there is too much control from the three levels of government which frustrates the process of democracy. Fifteen (12,5%) of the respondents strongly disagreed that there is too much control from the three levels of government which frustrates the process of democracy. This table concludes that municipalities are still controlled by the other sphere of government.

Table 4.29 The municipality lacks legislative clarity on the roles of the three levels of government.

	Response	Frequencies	Percentages
1	Strongly Agree	36	30%
2	Agree	34	28,3%
3	Not Sure	23	19,1%
4	Disagree	08	6,6%
5	Strongly Disagree	19	15,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

A total number of 36 (30%) majority respondents strongly agreed that the municipality lacks legislative clarity on the roles of the three levels of government, while 34 (28,3%) agreed that the municipality lacks legislative clarity on the roles of the three levels of government. Twenty-three (19,1%) were not sure that the municipality lacks legislative clarity on the roles of the

three levels of government, while eight (6,6%) disagreed that the municipality lacks legislative clarity on the roles of the three levels of government. A total of 19 (15,8%) strongly disagreed that the municipality lacks legislative clarity on the roles of the three levels of government. A conclusion can be drawn that the roles of the other sphere of government are not clear in the local developments.

4.2.2.4 Strategies that can be used to enhance the effectiveness of Integrated Development planning process.

This subsection presented data regarding the strategies and mechanism to enhance the effectiveness of integrated development planning process. The data is presented in the form of tables, frequencies and percentages followed by interpretation.

Table 4.30 The IDP process of the municipality is clear.

	Response	Frequencies	Percentages
1	Strongly Agree	43	35,8%
2	Agree	50	41,6%
3	Not Sure	20	16,6%
4	Disagree	05	4,1%
5	Strongly Disagree	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 50 (41,6) agreed that the IDP process of the municipality is clear and 43 (35,8%) Strongly Agreed that the IDP process of the municipality is clear. The above table indicates that 20 (16,6%) of the respondents were not sure whether the IDP process of the municipality is clear. The above chart indicated that 43 (35,8%) Strongly Agreed that the IDP process of the municipality is clear, while and 05 (4,1%) Disagreed that the IDP process of the municipality is clear Two (1,6%) of the respondents Strongly disagreed the IDP process of the municipality is clear. The chart concludes that majority of the respondents at 50 (41,60%) agreed that the IDP process of the municipality is clear.

Table 4.31 There is opportunity for all to participate and contribute in the IDP process.

	Response	Frequencies	Percentages
1	To a Great Extent	36	30%
2	To a Moderate Extent	50	41,6%
3	To some Extent	26	21,6%
4	To a small Extent	04	3,3%
5	Not at All	04	3,3%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 50 (41,6%) indicated that to a moderate extent there is opportunity for all to participate and contribute in the IDP process. The above information showed that 36 (30%) indicated that the there is opportunity for all to participate and contribute in the IDP process to a great extent. According to the respondents 26 (21,6%) showed that to some extent there is opportunity for all to participate and contribute in the IDP process and 04 (3,3%) of the respondents indicated that to a small percentage, there is opportunity for all to participate and contribute in the IDP process extent there. Four (3,3%) noted that there is no opportunity for all to participate and contribute in the IDP process at all. A conclusion can be drawn that local communities do participate on some development projects that concern them and their decision is considered.

Table 4.32 Local community-based forums are used to initiate and/or influence policy-formulation.

	Response	Frequencies	Percentages
1	To a Great Extent	37	30,8%
2	To a Moderate Extent	49	40,8%
3	To some Extent	23	23,3%
4	To a small Extent	03	2,5%
5	Not at All	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 49 (40,8%) showed that to a moderate extent, local community-based forum is used to initiate and/or influence policy-formulation. Thirty-seven (30,8%) indicated that to a Great extent Local community-based forum are used to initiate and/or influence policy-formulation, According to the respondents 23 (23,3%) indicated that to a small

extent Local community-based forum are used to initiate and/or influence policy-formulation and 03 (2,5%) showed that Local community-based forums are used to initiate and/or influence policy-formulation only a few 03 (2,5%) noted that Local community-based forums are not used to initiate and/or influence policy-formulation at all. Majority of the respondents noted that Local community-based forums are used to initiate and/or influence policy-formulation and that communities have decision making when formulating development planning policy, the literature found that public value is applied in local government and the municipalities value the society idea and opinions.

Table 4.33 There is a structured stakeholder involvement process in council committees to encourage participation.

	Response	Frequencies	Percentages
1	To a Great Extent	53	44,1%
2	To a Moderate Extent	37	30,8%
3	To some Extent	19	15,8%
4	To a small Extent	09	7,5%
5	Not at All	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

According to the respondents 53 (44,1%) showed that there is a structured stakeholder involvement process in council committees to encourage participation to a great extent, while 37 (30,8%) showed that there is a structured stakeholder involvement process in council committees to encourage participation. Nineteen (15,8%) of the respondents stated that to some extent there is a structured stakeholder involvement process in council committees to encourage participation, while 09 (7,5%) showed that there is a structured stakeholder involvement process in council committees to encourage participation to a small extent. Only a few 02 (1,6%) indicated that there is no structured stakeholder involvement process in council committees to encourage participation. These figures indicate that local participation is encouraged in the planning processes.

Table 4.34 The budgeting initiatives of the municipality involves various stakeholders.

	Response	Frequencies	Percentages
1	To a Great Extent	27	22,5%
2	To a Moderate Extent	57	47,5%
3	To some Extent	25	20,8%
4	To a small Extent	09	7,5%
5	Not at All	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 57 (47,5%) stated that the budgeting initiatives of the municipality involve various stakeholders. According to the respondents 27 (22,5%) noted that the budgeting initiatives of the municipality involve various stakeholders to a Great extent. A total of 25 (20,8%) of the respondents showed that to some extent the budgeting initiatives of the municipality involve various stakeholders, while 09 (7,5%) indicated that the budgeting initiatives of the municipality involve various stakeholders to a small extent. A few of the respondents at 02 (1,6%) noted that the budgeting initiatives of the municipality do not involve various stakeholders. Majority of the respondents agree and understand that affairs of budget involve all the stakeholders of development.

Table 4.35 The municipality regularly uses participatory focus groups during the IDP process.

	Response	Frequencies	Percentages
1	To a Great Extent	33	27,5%
2	To a Moderate Extent	49	40,8%
3	To some Extent	31	25,8%
4	To a small Extent	05	4,1%
5	Not at All	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 49 (40,8%) showed that the municipality regularly uses participatory focus groups during the IDP process moderate extent. The respondents totaling 33 (27,5%) showed that the municipality regularly use participatory focus groups during the IDP process to a great extent, A total of 31 (25,8%) indicated that the municipality regularly uses participatory focus groups during the IDP process to some extent, while 05 (4,1%)

showed that the municipality regularly uses participatory focus groups during the IDP process to a small extent. 02 (1,6%) showed that the municipality regularly do not use participatory focus groups during the IDP process.

Table 4.36 The municipality actively supports the development of associations and groups in marginalized areas to be inclusive.

	Response	Frequencies	Percentages
1	To a Great Extent	37	30,8%
2	To a Moderate Extent	35	29,1%
3	To some Extent	35	29,1%
4	To a small Extent	09	7,5%
5	Not at All	04	3,3%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 37 (30,8%) indicated that to a great extent the municipality actively supports the development of associations and groups in marginalized areas to be inclusive, while 35 (29,1%) show that the municipality actively supports the development of associations and groups in marginalized areas to be inclusive to a moderate extent. Thirty-five (29,1%) showed that the municipality actively supports the development of associations and groups in marginalized areas in order to be inclusive. Nine (7,5%) displayed that to a small extent the municipality actively supports the development of associations and groups in marginalized areas in order to be inclusive. Only a few of 04 (3,3%) of the respondents noted that not at all does the municipality actively supports the development of associations and groups in marginalized areas in order to be inclusive. Most of the respondents concur that the municipality actively supports the development of associations and groups in marginalized areas in order to be inclusive.

Table 4.37 Citizens are actively involved in the mobilization of resources for development purposes.

	Response	Frequencies	Percentages
1	To a Great Extent	41	34,1%
2	To a Moderate Extent	44	36,6%
3	To some Extent	23	19,1%
4	To a small Extent	09	7,5%
5	Not at All	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 44 (36,6%) indicated that to a moderate extent, citizens are actively involved in the mobilization of resources for development purposes. According to the respondents 41 (34,1%) stated that to a great extent citizens are actively involved in the mobilization of resources for development purposes. A purposes total of 23 (19,1%) stated that to some extent citizens are actively involved in the mobilization of resources for development purposes, while 09 (7,5%) showed that to a small extent Citizens are actively involved in the mobilization of resources for development purposes. A few 03(2,5%) noted that citizens are not actively involved in the mobilization of resources for development purposes. Conclusion can be drawn that citizens are actively involved in the mobilization of resources for development purposes.

Table 4.38 The community has a say in the assessment of needs.

	Response	Frequencies	Percentages
1	To a Great Extent	38	31,6%
2	To a Moderate Extent	45	37,5%
3	To some Extent	25	20,8%
4	To a small Extent	07	5,8%
5	Not at All	05	4,1%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 45 (37,5%) respondents showed that the community has a say in the assessment of needs to a moderate extent. A total of 38 (31,6%) respondents indicated that the community has a say in the assessment of needs to a great extent. A total of 25 (20,8%) showed that to some extent the community has a say in the assessment of needs and 07 (5,8%) indicated that to a small extent the community has a say in the assessment of needs, while 05 (4,1%) displayed that the community does not have a say in the assessment of needs. It is concluded that the communities have a moderate participation in decision making that concerns their need and development activities that benefit them.

Table 4.39 The IDP process brought forward the real needs of the community.

	Response	Frequencies	Percentages
1	To a Great Extent	37	25,8%
2	To a Moderate Extent	50	41,6%
3	To some Extent	22	18,3%
4	To a small Extent	09	7,5%
5	Not at All	02	1,6%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 50 (41,6%) responded that to a moderate extent the IDP process brought forward the real needs of the community. Respondents at 37 (25,8%) showed that the IDP process brought forward the real needs of the community to a great extent. A total of 22 (18,3%) showed that to some extent the IDP process brought forward the real needs of the community, while 09 (7,5%) of the respondents showed that to a small extent the IDP process brought forward the real needs of the community. Only a few 02 (1,6%) of the respondents noted that the IDP process did not bring forward the real needs of the community.

Table 4.40 The community participates in decision-making about the goals.

	Response	Frequencies	Percentages
1	To a Great Extent	35	20,8%
2	To a Moderate Extent	40	33,3%
3	To some Extent	32	26,6%
4	To a small Extent	08	6,6%
5	Not at All	05	4,1%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents while at 40 (33,3%) showed that to a moderate extent, the community participates in decision-making about the goals. According to the respondents 35 (20,8%) showed that the community participates in decision-making about the goals to a great extent. A total of 32 (26,6%) indicated that to some extent the community participates in decision-making about the goals, while 08 (6,6%) of the respondents showed that to a small extent the community participates in decision-making about the goals. Only a few 05 (4,1%) of the respondents showed that the community does not participate in decision-making about the goals. It can be concluded that communities are the producers and end users of the input and output of their goals.

Table 4.41 The community participates in decision-making about planning.

	Response	Frequencies	Percentages
1	To a Great Extent	23	19,1%
2	To a Moderate Extent	53	44,1%
3	To some Extent	24	20%
4	To a small Extent	13	10,8%
5	Not at All	07	5,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of 53 (44,1%) respondents showed that to a moderate extent the community participates in decision-making about planning. According to the respondents 23 (19,1%) showed that the community participates in decision-making about planning to a great extent. A total of 24 (20%) indicated that to some extent the community participates in decision-making about the goals, while 13 (10,8%) of the respondents showed that to a small extent the community participates in decision-making about planning. Only a few 7 (5,8%) of the respondents showed that the community does not participate in decision-making about planning. A conclusion can be drawn that when people are made to participate in decision making plannings they become part of the initiatives on matters that affect their development.

Table 4.42 The community participates in decision-making about implementation.

	Response	Frequencies	Percentages
1	To a Great Extent	29	24,1%
2	To a Moderate Extent	51	42,5%
3	To some Extent	20	16,6%
4	To a small Extent	12	10%
5	Not at All	07	5,8%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 51 (42,5%) showed that to a moderate extent the community participates in decision-making about implementation. According to the respondents 29 (24,1%) showed that the community participates in decision-making about implementation to a great extent. A total of 20 (16,6%) indicated that to some extent the community participates in decision-making about the implementation, while 12 (10%) of the respondents showed that to a small extent the community participates in decision-making about implementation. Only a few 07 (5,8%) of the respondents showed that the community does not participate in decision-

making about implementation. It can be concluded that communities take part in decision making and participate during implementations of their projects.

Table 4.43 The stakeholder groups that participate in the IDP process are representatives of the community.

	Response	Frequencies	Percentages
1	To a Great Extent	35	29,1%
2	To a Moderate Extent	49	40,8%
3	To some Extent	22	18,3%
4	To a small Extent	11	9,1%
5	Not at All	03	2,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 49 (40,8%) showed that the stakeholder group that participate in the IDP process are representative of the community to a moderate extent. According to the respondents 35 (29,1%) showed that the stakeholder group that participates in the IDP process are representatives of the community to a great extent. A total of 22 (18,3%) indicated that to some extent the stakeholder group that participates in the IDP process are representatives of the community, while 11 (9,1%) of the respondents showed that the stakeholder group that participates in the IDP process are representative of the community to a small extent. Only a few 03 (2,5%) of the respondents showed that the stakeholder group that participates in the IDP process are representative of the community. This table concluded that majority of the respondents responded that a moderate extent of stakeholders group that participate in the IDP process are representatives of the community.

Table 4.44 The stakeholder groups that participate in the IDP are accountable to the community.

	Response	Frequencies	Percentages
1	To a Great Extent	36	30%
2	To a Moderate Extent	41	34,1%
3	To some Extent	30	25%
4	To a small Extent	09	7,5%
5	Not at All	04	3,3%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 41 (34,1%) showed that the stakeholder group that participates in the IDP process are accountable to the community to a moderate extent. According to the respondents 36 (30%) showed that the stakeholder group that participates in the IDP process is accountable to the community to a great extent. A total of 30 (25%) indicated that to some extent the stakeholder group that participates in the IDP process is accountable to the community, while 09 (7,5%) of the respondents showed that the stakeholder group that participates in the IDP process is accountable to the community to a small extent. Only a few 04 (3,3%) of the respondents showed that the stakeholder group that participates in the IDP process is accountable to the community. This table concludes that stakeholders in development planning are responsible for all the outcomes in the decision making of the planning processes.

Table 4.45 The community is in control of the IDP process, and not the consultants.

	Response	Frequencies	Percentages
1	To a Great Extent	38	31,6%
2	To a Moderate Extent	43	35,8%
3	To some Extent	18	15%
4	To a small Extent	13	10,8%
5	Not at All	09	7,5%
	TOTAL	120	100%

(Source: Mudau, 2022).

The majority of 43 (35,8%) respondents indicated that the community is in control of the IDP process and not the consultants to a moderate extent. The figures above present that 38 (31,6%) showed that the community is in control of the IDP process, and not the consultants to a great extent; Only 18 (15%) showed that community is in control of the IDP process, and not the consultants to some extent while 13 (10,8%) indicated that to a small extent community is in control of the IDP process, and not the consultants. A few numbers of respondents at 09 (7,5%) showed that not at all the community is in control of the IDP process, and not the consultants. A conclusion can be drawn that communities are fully involved in the planning and implementation of the IDP as the end-users.

Table 4.46 The local authority is the body that should facilitate the IDP process.

	Response	Frequencies	Percentages
1	To a Great Extent	43	35,8%
2	To a Moderate Extent	45	37,5%
3	To some Extent	13	10,8%
4	To a small Extent	15	12,5%
5	Not at All	04	3,3%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents showed that 45 (37,5%) noted that the local authority is the body that should facilitate the IDP process to a moderate extent. According to the respondents 43 (35,8%) showed that the local authority is the body that should facilitate the IDP process to a great extent. Some respondents at 13 (10,8%) indicated that the local authority is the body that should facilitate the IDP process to some extent, while 15 (12,5%) showed that the local authority is the body that should facilitate the IDP process to a small extent. Only a few 04 (3,3%) indicated that none of the local authority is the body that should facilitate the IDP process.

Table 4.47 The local authority is the body that should manage the IDP process.

	Response	Frequencies	Percentages
1	To a Great Extent	37	30,8%
2	To a Moderate Extent	62	51,6%
3	To some Extent	11	9,1%
4	To a small Extent	10	8,3%
5	Not at All	0	0%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 62 (51,6%) showed that the local authority is the body that should manage the IDP process to a moderate extent. According to the respondents 37 (30,8%) showed that the local authority is the body that should manage the IDP process to a great extent. Some respondents at 11 (9,1%) indicated that the local authority is the body that should manage the IDP process to some extent, while 10 (8,3%) showed that the local authority is the body that should manage the IDP process to a small extent. none of the respondents indicated that the local authority is the body that should manage the IDP process.

Table 4.48 The local authority is the body that should implement the IDP process.

	Response	Frequencies	Percentages
1	To a Great Extent	40	33,3%
2	To a Moderate Extent	60	50%
3	To some Extent	11	9,1%
4	To a small Extent	09	7,5%
5	Not at All	0	0%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at a total of 60 (50%) showed that the local authority is the body that should implement the IDP process to a moderate extent. According to the respondents 40 (33,3%) showed that the local authority is the body that should implement the IDP process to a great extent. Some respondents at 11 (9,1%) indicated that the local authority is the body that should manage the IDP process to some extent, while 09 (7,5%) showed that the local authority is the body that should implement the IDP process to a small extent. none of the respondents indicated that the local authority is the body that should implement the IDP process. A conclusion is drawn that local authority should form part of the implementation of IDP'S.

Table 4.49 The Central Government is sincere in its advancement of developmental local government.

	Response	Frequencies	Percentages
1	To a Great Extent	31	25,8%
2	To a Moderate Extent	62	51,6%
3	To some Extent	26	21,6%
4	To a small Extent	01	0,8%
5	Not at All	0	0%
	TOTAL	120	100%

(Source: Mudau, 2022).

Majority of the respondents at 62 (51,6%) indicated that the Central Government is sincere in its advancement of the developmental local government to a moderate extent. A total of 31 (25,8%) responded that the Central Government is sincere in its advancement of developmental local government to a great extent. To some extent 26 (21,6%) noted that The Central Government is sincere in its advancement of developmental local government, while only 01 (0,8%) showed that the Central Government is sincere in its advancement of

developmental local government to a small extent. None of the respondents indicated that the Central Government is sincere in its advancement of developmental local government. It can be concluded that the sphere of government supports local achievement within communities.

4.3 SUMMARY

This chapter focused on data presentation, analysis, and interpretation. The data obtained from the study indicated the value of involving public participation in local development planning for better service delivery to the society of concern. Data collected through questionnaire were presented, analysed, and interpreted in tabular forms. The following chapter presents the discussion of the findings, recommendations for further research studies on public values perspective of IDP in the local municipality of Thulamela.

CHAPTER 5

FINDINGS, RECOMMENDATION, AND CONCLUSIONS

5.1 INTRODUCTION

The first chapter presented an orientation to this study, where a background of the study, problem statement, aim of the study, specific objectives of the study, and research question of the study were presented. The third chapter presented the methodology undertaken in this study which is a quantitative approach. This study investigated public value perspective of integrated development planning in Thulamela Local Municipality, amongst the research questions on challenges faced by community and local government during public participation. Measures and strategies to overcome lack of participation between communities and local government, will help improve public opinion and value on the integrated development planning processes in future.

This chapter presents the overview of the study, major findings of the study focusing on the research questions, aim of the study, the research methods applied to solve the research problem, recommendations of the study based on the findings, recommendations for future studies on similar research context, limitations of the study and conclusions.

5.2 OVERVIEW OF THE STUDY

The overview of the study presents the public value perspective of integrated development planning in Thulamela Local Municipality. The local government has adopted approaches to strengthen delivery and development in communities; this includes IDP formulated to improve public service delivery. However, local government has been facing challenges in terms of service delivery to communities. This study was conducted to get clear findings on research questions from the level of public participation in the planning processes of IDP, how effective is IDP on the creation of public value, what strategies can be used to enhance the effectiveness of IDP. The study was quantitative in nature and the aim was to evaluate the public value perspectives of integrated development planning in Thulamela Local Municipality. A probability sampling technique was used, and cluster sampling method was chosen. The researcher used structured questionnaires to collect the data. The data was analyzed through tables, to present the respondents.

The following objectives were formulated in this study:

- To evaluate the effectiveness of Integrated Development Planning on the creation of public value.

- To identify the challenges faced by the communities and the municipality during public participation in the integrated development planning process.
- Recommend strategies that can be used to enhance the effectiveness of integrated development planning.

The following research questions were used:

- How effective is IDP on the creation of public value?
- What are the challenges faced by communities and municipality during public participation?
- What strategies can be used to enhance the effectiveness of IDP?

5.3 MAJOR FINDINGS OF THE STUDY

In this section the researcher presents the major findings of the study based on the research objectives. The three major objectives of the study were as follows: to evaluate the effectiveness of Integrated Development Planning on the creation of public value, to identify the challenges faced by the communities and the municipality during public participation in the integrated development planning process and recommend strategies that can be used to enhance the effectiveness of integrated development planning in Thulamela Local Municipality.

5.3.1 Major findings on the public value perspective of integrated development planning in Thulamela Local municipality.

The research problem of this study focused on the public value perspective of Integrated development planning and strategies that can be used to enhance the effectiveness of IDP. Deliberative relationship rather than making decisions and managing an ongoing process of public deliberation and education, can promote the success for public value creation to be established, the study revealed that that the role of development planners is fundamental about improving the public environment including welfare of citizens by introducing a comprehensive approach that is the public interest. The researcher views public value as the only mechanism that allows public views to be taken into consideration which aims at promoting public participation for better development planning within communities in local government. Respondents of 96 (80%) agreed that the approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth. The findings revealed that 95 (79,1%) of the respondents noted that the approach to Local Economic Development (LED) seeks to enable local communities to participate in national development. The findings of the study

revealed that 93 (77,5%) of the respondents agreed that the approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment. The findings of the study showed that 96 (80%) agreed that the approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipality. The findings showed that 107 (89%) agreed that the approach to LED seeks to promote self-reliance through the empowering citizens. According to the findings of the research study, 96 (80%) of the respondents agreed that municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies. This study found out that 102 (85%) agreed that the municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area.

The literature reviewed that globally, academics, development practitioners and stakeholders recognize the important role of local economic development and integrated development planning to create jobs, alleviate poverty and implementation in quality of life to achieve dynamic local development, and all aspects of local communities such as the economy, social, welfare, environmental and political issues need to be addressed in an integrated and holistic manner.

5.3.2 Major findings of the effectiveness of IDP on the creation of public value

The researcher found out that respondents of this study were equipped with adequate information on the research investigation. The literature of the study originates that that IDP is viewed as a management planning tool for enhancing service delivery within local government. The respondent's viewed IDP process that encourages political loyalty of public servants as being very important. The researcher views that effective service delivery to communities can be achieved through accountability and loyalty of managing the municipality resources within the geographical locations, in areas where resources are not managed properly their development projects and processes are not well implemented. The findings revealed that 103(85.8%) see it as important that the IDP process encourages political loyalty of public servants.

The findings revealed that 103 (86%) of the respondent's noted that it is very important that public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion. According to the researcher the public should make use of their opinion freely as the end users of the development planning processes within their communities of concern. The literature reviewed that the community involvement in decision making, and planning empowers the community in that they have a say in decision that concerns them and are effectively free to use opinions and ideas based on the problem of concern that affects the development within the service delivery. The literature reviewed

that all the stakeholders of integrated development planning process participate equally in decision making. The findings revealed that 99 (83%) revealed that during the IDP process, it is important that the interests of diverse stakeholders are balanced by not letting one dominates. The literature reviewed showed that most public participations are not inclusive and are not involved on deliberation and creating new understandings but rather are oriented to consulting with the public to gather input or just allowing people to express different perspectives. As indicated on the findings, a total of 105 (87,5%) indicated that it is important that the IDP process should result in the immediate satisfaction of the needs of users. The study findings showed that 97 (80.8%) public servants should focus on high productivity. The findings indicated that 101 (84.1%) noted that it is important for a municipality to adopt “business-like” operations to be efficient.

The findings revealed that 106 (88%) the municipality is accountable to the society in general and respondents regarded this as an important aspect for successful IDP'S. According to the researchers, municipality and all stakeholders should account to communities in the implementation and planning process. As revealed by the findings of this investigation, 98 (81.6%) of the respondents showed that it is important for public insights and transparency to be emphasized. According to the literature public participation is meant for development planning process to be more democratic and more effective and more beneficial. The findings revealed that 106 (88%) the municipality listens to public opinion and ensures that there is alignment with the municipality's activities. The researcher views public opinion as the best input in decision making for service delivery. According to the study findings 94 (78%) of the respondents indicated that it is important that there should be equal treatment by avoiding discrimination based on gender, ethnicity and religion that encounters with users. This study showed that a total of 99 (82.5%) there is emphasis on continuity by focusing on the long term and maintenance of traditions. The findings of this study revealed that, 94 (78%) noted that it is important for the municipality to emphasize innovation during the IDP process. A total of 89 (74%) revealed that it is important for the municipality to ensure good career opportunities for employees. As revealed by the finding, a total of 70 (58%) noted that it is important that the municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process. The findings revealed that 92 (76.6%) of the respondents indicated that it is important that networking is used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions.

5.3.3 Major findings on the challenges faced by the communities and the municipality during public participation in the integrated development planning process.

The findings revealed that 46 (48%) respondents agreed that local authority are not equipped to undertake the development role envisaged in the IDP. The researcher views IDP as a tool that municipality should plan and implement with the consultations of local authority, this can help address the gap between community members and municipality within the participation processes. The study noted that 69 (57.5%) respondents agreed that the traditional role of local government is non consultative and paternalistic. Communities cannot make wise decisions if they do not have the required information. According to the researcher's views communities may lack information from municipalities because of not being well informed in the contribution of decision making. The literature reviewed that community participation is one of the basic issues in today's world as these enhance the community practical skill and knowledge as well as boasting organizational skills to solve different problems.

The study found that 69 (57,5%) respondents agreed that local authorities lack the capability to coordinate multiple stakeholders in development initiatives. The researcher views that the municipality should be the stakeholders that coordinate the other stakeholders during participation of development planning. The literature revealed that effective participation shows that a range of resources required to ensure effective participation include places to meet, publicity, secretarial and administrative support, transport and travelling expenses, information, and training. The findings of the study revealed that 67 (55,8%) of the respondents stated that operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate. The researcher views public participation in decision making and implementation in the process of planning as one of the core values and solution to development planning challenges, this includes the challenges faced by communities and Municipalities during public participation. The view of the researcher is there may be delays from national and provincial request due to procedures applied that may consume time, the researcher maintains that it is important that there should be support from the sphere of government to support local development. The notion of participation of people in democratic governance at all the different levels of governance should be recognized. The study revealed that 70 (58%) indicated that there is too much control from the three levels of government which frustrate the process of democracy. According to the researcher's view the three levels of government should work equally with local levels and the national government should support local government and provisional government equally on the development projects for communities. The literature reviewed shows that municipalities have challenges pertaining to the vast distances that must be travelled due to the size of municipal areas. Seventy (58%) respondents agreed that the municipality lacks legislative clarity on the roles of the three levels

of government. The researcher revealed that the roles of the other sphere of government are not clear in the local developments.

5.3.4 Major findings on the strategies that can be used to enhance the effectiveness of integrated development planning.

The literature reviewed shows that there is clear relationship established facilitating cooperation and communication between the municipality administration and the local community. Community members are informed about how local government is managed. The respondents showed that 93 (77,5%) the IDP process is clear and there is opportunity for all to participate and contribute in the IDP process to a great extent. Communities are given opportunity to take part on the plenary of developing IDP'S. According to the literature. The IDP requires local municipalities to introduce projects which are participatory, consultative, inclusive, responsive, strategic, and performance driven. The findings of the study showed that 86 (71,6%) showed that there is opportunity for all to participate and contribute in the IDP process to a great extent. In the findings 86 (71.6%) respondents showed that local community-based forums are used to initiate and/or influence policy-formulation. The study findings showed that 90 (75%) of the respondents showed that there is a great extent for structured stakeholder involvement process in council committees to encourage participation. The findings revealed that 85 (70.8%) the respondents indicated that citizens are actively involved in the mobilization of resources for development purposes to a great extent.

The researcher views community participation as the core aspect or cornerstone of local improvements. The findings revealed that 87 (72.5%) of the respondents showed that there is evidence to some great extent that IDP process brought forward the real needs of the community. As affirmed by the literature, participation may require proper administrations and budgeting for expenses such as travelling from communities to the location of municipality. The study found that the 84 (70%) of the respondents noted that budgeting initiatives of the municipality involve various stakeholders to a great extent. The researcher is of the view that unequal distribution of resources to community may occur if the budget is administered without accountability. The respondents revealed 82 (68%) of the respondents showed that municipality regularly uses participatory focus groups during the IDP process to a great extent. As elaborated by the literature the involvement of local communities in planning is crucial in public value theory that persists that the value of society is highly considered. The study found out that 72 (60%) municipality actively supports the development of associations and groups in marginalized areas in order to be inclusive. The researcher found out that 83(69%) showed that there is a great extent for community to have a say in the assessment of needs. As indicated by the findings 75 (62.5%) of the respondents noted that the community participates

in decision-making about the goals to a great extent. In this research study, a total majority respondents of 76 (63%) noted that there is a great extent for community to participate in decision-making about planning. The respondents revealed that 80 (66.6%) portrayed that there is a great extent for community to participate in decision-making about implementation. The research study revealed that 84 (70%) of the respondents showed that there is a great extent indication that stakeholder groups participate in the IDP process as representatives of the community. A total of 77 (64%) majority respondents revealed on the findings that the stakeholder groups participate in the IDP and are accountable to the community to a great extent. In this research study majority of the respondents noted at 81 (67.5%) have indicated that there is great extent for community to be in control of the IDP process, and not the consultants. In the findings it was noted that 88 (73%) respondents revealed that the local authority is the body that should facilitate the IDP process to a great extent. The study findings found out that 99 (82.5%) respondents showed that the local authority is the body that should manage the IDP process to a great extent. A total of 100 (83%) showed that the local authority is the body that should implement the IDP process to a great extent. The findings revealed that 93 (77.5%) respondents noted that the Central Government is sincere in its advancement of developmental local government to a great extent. The study showed that local authority should be involved on the facilitation, management, and implementation of the IDP.

5.4 RECOMMENDATION OF THE STUDY ON PUBLIC VALUE PERSPECTIVE OF INTEGRATED DEVELOPMENT PLANNING

The study has revealed and proved that community members play a crucial role on the integrated development planning in Municipalities. Several studies on public value and integrated development planning have proved that public hearings are the most ubiquitous form of public participation and serve an important purpose of transparency and accountability in the development planning of local government (Quick and Bryson, 2016:5). The study recommends that local government should apply public value for promoting public participation within Municipalities and Communities for better service. The following four major themes arose from the findings from which recommendations are made.

5.4.1 Recommendation with regard to the public value perspective of integrated development planning

The study recommends that there should be deliberative relationship rather than making decision and manage an ongoing process of public deliberation and education to promote the success for public value creation to be established, the study recommends that the role of development planners should be fundamental about improving the public environment including welfare of citizens by introducing a comprehensive approach that is the public interest.

The researcher recommends that public value should be viewed as the only mechanism that allows public views to be taken into consideration which aims at promoting public participation for better development planning within communities in local government. In this study the researcher recommends that the approach to LED must seek to enhance participation and increased local community co-operation for sustainable growth. The study recommends that the approach to LED must seek to promote self-reliance, entrepreneurship, and reduction of unemployment. The study recommends that the approach to Local Economic Development (LED) should seek to enable local communities to participate in national development. Public participation in decision making and implementation in the process of planning should be made a requirement for all communities and Municipality to participate collectively as one to bring solutions to the development planning challenges; this includes the challenges faced by communities and Municipalities during public participation.

The study recommends that globally, academics, development practitioners and stakeholders must recognize the important role of local economic development and integrated development planning to create jobs, alleviate poverty and improvement in quality of life to achieve dynamic local development and all aspects of local communities such as the economy, social, welfare, environmental. The researcher recommends that the approach to LED should seek to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipalities. The study recommends that the approach to LED should seek to promote self-reliance through empowering citizens. According to this study, the municipality must play a key integrative role in facilitating and the coordination of service delivery and poverty alleviation strategies. The recommendation of the study entails that municipality should play a key integrative role in determining how the other spheres of government will operate within the municipality areas.

5.4.2 Recommendation on the effectiveness of IDP in the creation of public value

The study recommends that IDP process should encourage political loyalty of public servants. The researcher recommends that the IDP should be viewed as a management planning tool for enhancing service delivery within local government. The study recommends that municipalities should promote accountability and loyalty of managing the municipality resources within the geographical locations, in areas where resources are not managed properly for the development effective service delivery. The study recommends that public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion. The researcher recommends that the public should make use of their opinion freely as the end users of the development planning processes within their communities of concern. There should be community involvement in decision

making, and planning empowers the community in that they have a say in decision that concerns them and are effectively free to use opinions and ideas based on the problem of concern that affects the development within the service delivery. All the stakeholders of integrated development planning process must participate equally in decision making. In this study, the researcher recommended that the IDP process should result in the immediate satisfaction of the needs of users. The study recommends that public servant should focus on high productivity. This study further recommended that the municipality should adopt Business-like operations in order to be efficient. The study recommends that the interests of diverse stakeholders should be balanced by not letting one dominates on the IDP process. The researcher recommends that most public participations should be inclusive and involve deliberation and creation of new understandings and should be oriented to consulting with the public to gather input or just allowing people to express different perspectives.

This study recommends that the Municipality should be accountable to the society in general for successful IDP'S. Municipality and all stakeholders should account to communities in the implementation and planning process regarding the findings, the study has recommended that municipality should ensure public insight and transparency are emphasized. The Municipality must listen to public opinion and ensure that there is alignment with the municipality's activities. From the study findings, it was recommended that there should be emphasis on the continuity by focusing on the long term and maintenance of traditions. The researcher recommended that public participation must be meant for development planning process to be more democratic and more effective and more beneficial. The study recommends that here should be good career opportunities for employees. This research study recommends that the municipality should emphasize innovation during the IDP Process. Regarding the findings, the study recommends that the municipality should engage in strengthening citizen democracy by helping users gain influence in the IDP process. According to this study, the study recommends that there should be networking in the IDP process for instance by moving beyond sector limits and traditional jurisdictions.

5.4.3 Recommendation on the challenges faced by the communities and the municipality during public participation in the integrated development planning process.

The study recommends that local authority should be equipped to undertake the development role envisaged in the IDP. The researcher recommends that IDP should be viewed as a tool that municipality should plan and implement with the consultations of local authority, this can help address the gap between community members and municipalities within the participation processes. According to the researcher, communities must be well informed in the contribution

of decision making. The researcher recommends that community participation should be one of the basic aspects for successful development implementations in today's world as these enhance the community practical's skill and knowledge as well as boasting organizational skills to solve different problems.

The traditional role of local government must be non-consultative and paternalistic. Communities must have access to information from municipalities to be able to contribute to decision making. Municipality should Operate as equal partners with national and provincial government agencies. The study recommends that local authorities should have the capability to coordinate multiple stakeholders in development initiatives. The researcher recommends that the Municipality should be the stakeholders that coordinate the other stakeholders during participation of development planning. The study recommends that there should be provisions for resources such as administrative support, transport, and training to ensure effective participation. There should be feedback from national and provincial government in time for all the procedures and projects applied and requested by the local government. There should be support from the sphere of government to support local development. The notion of participation of people in democratic governance at all the different levels of governance should be recognized. The study recommended that the provincial and national government should not impose too much control to the local government and the process of democracy should be taken into consideration at all times. Municipality should provide clarity on the roles and legislative capacity of the three levels of government. The researcher's recommendation is that the three levels of government should work equally with local levels. The research study recommended that national government should support local government and provisional government equally on the development projects for communities. The researcher recommends that the roles of the other sphere of government must be clear in the local developments.

5.4.4 Recommendations on the strategies that can be used to enhance the effectiveness of integrated development planning.

The study recommends that community members must be informed about how local government is managed. The IDP process of Municipalities should be clear and there should be opportunity for all to participate and contribute in the IDP process. Communities should be given opportunity to take part on the plenary of developing IDP'S. Local municipalities should introduce projects which are participatory, consultative, inclusive, responsive, strategic, and performance driven. Local community-based forums should be used to initiate and/or influence policy-formulation. The budgeting initiatives of the Municipality should involve various stakeholders. The study recommends that the Municipality should regularly use

participatory focus groups during the IDP process. The researcher recommends that community participation must be seen as the core aspect or cornerstone of local improvements. As reviewed by the literature, the researcher recommends that participation should require proper administrations and budgeting for expenses such as travelling from communities to the location of municipality. There should be involvement of local communities in planning and public value should be a requirement in Local Government. Municipality should actively support the development of associations and groups in marginalized areas. Citizens should be actively involved in the mobilization of resources for development purposes and communities should have a say in the assessments of needs.

The study recommends that communities should participate in decision-making about planning, goals and implementation. The study recommends that stakeholder groups that participate in the IDP process should be representatives of the community. The local authority should be involved in the facilitation, management, and implementation of the study recommends that the community should be in control of the IDP process, and not the consultants. The recommendations of the study outlines that the local authority is the body that should facilitate the IDP process. In this research study, recommendation was made that the local authority is the body that should manage the IDP process. The study recommend that local authority should be the body to implement the IDP process. The study recommends that the stakeholder group participating on the decision making should be accountable to the communities IDP. The study recommend that the central government should be sincere in its advancement of developmental local government.

5.5 RECOMMENDATION ON THE PUBLIC VALUE THEORY

The study recommend that Municipality should apply the use of public value theory when implementing and planning for the IDP'S. The researcher recommends that public value theory should be more concerned about the governance of Municipalities and planning process. According to Meynhardt and Bartholomes, (2011:289) public value theory focuses on the combination of the role of government, society, private and management. According to the researcher public value should include the consideration of human values and opinions to allow the process of deliberation in decision making. A study by Moore (2012:1) indicate that public value should put into aspect the importance of culture and cultural norms and the quality of the public life. The study recommend that public value should promote organizations Municipality to serve as guardian to the best interest and needs of the public. The study found out that there is emphasis on the continuity by focusing on the long term and maintenance of traditions. The study revealed that public value promotes the equal treatment by avoiding discrimination based on gender, ethnicity and religion within the planners and the benefits of

service of the IDP'S. Bryson, Sancino, Benington and Sorensen in their study of towards a multi-actor theory of public value co-creation (2017:644) argued that putting the public problems or challenges in the center highlights the multiple possibilities for categories of entries of development planning and by doing so can be helpful in complex situations since this prompts actors to question their understanding, appreciations, values and commitments as they explore what solution can be done to solve the problems. The study recommends that figuring out what the problem is, can help clarify possible answers to these concerns and can be central to the creation of public value, these include, for example: public leadership broadly conceived; organizing effective actor engagement; discerning or defining what public value might mean; creating good ideas about how to create public value building a winning coalition; effectively implementing value-creating strategies; and building ongoing capacity for learning, strategic change and democracy enhancement (Bryson 2011: 39).

5.6 RECOMMENDATIONS FOR FUTURE STUDIES

The researcher recommends that Municipalities should embark upon an approach of introducing skill development programme, this will assist in ensuring that their unemployed youth within local municipality of Thulamela will be able to acquire lifetime skill relevant towards the needs of communities they live in. For communities to be part of the planning process and arrangement, the involvement of traditional leaders will play a role in the IDP'S process of Thulamela Local Municipality. The researcher recommends that national and provincial sphere of government must support Local sphere in terms of funding development projects that are meant to enhance the quality-of-life of communities. The researcher recommends that local authorities must be equipped and skilled to undertake the role of planning and implementation of the IDP process of local government. It is recommended that legitimacy and public value should be a requirement when drafting IDP'S to improve service delivery with geographical location of Municipality's.

The researcher recommends that IDP process must not be politically orientated, however should consider public participation as a main source of best decision-making and achievement of solving service delivery matters, this will assist in managing the scarce resources to communities who should benefit from them. Thulamela Local Municipality demonstrate a positive frame of mind in ensuring compliance with the legislative framework for governing local sphere of government. Public participation in Thulamela Local Municipality has proven to be the core aspects in development planning. The researcher recommends that public value theory should be introduced in national, provincial, and local authorities and communities to create a better world for improved service delivery. The study was conducted in the Thulamela local municipality and there is a need for similar studies to be conducted in

the other local municipalities. The researcher proposes to other researchers who want to study on the same context to focus on the public value theories with other government entities and institutions.

5.7 LIMITATIONS OF THE STUDY

The study was limited to time constraints due to the availability of respondents during schedule time for distributing the questionnaires as some respondents were on leave or committed to other activities. The researcher was limited to funds for data collection since this is a self-finance research effort, there was financial restrictions for the completion of the study because of the lack of availability of funds. The researcher was limited by the unreturned of all questionnaires from the sample on time, as a result this delayed the researcher to analyze and interpret the data. Some respondents may have not given their full opinion on the research investigation due to not feeling free to participate openly as the study was conducted at a local Municipality. All ethical consideration were followed when collecting data.

5.8 CONCLUSIONS

This study outlined the introduction and background of the study that focused on evaluating the public value perspective of integrated development planning in Thulamela Local Municipality. This chapter presented the background of the study that included local development planning in the past and how integrated development planning in local government sphere was formed. The Constitution of South Africa, 1996 was presented as a means of elaborating how local planning is a legal requirement. This study also outlines the problem statement are related to public value perspective of communities and how this value affects integrated development planning. The study presented the main aim of evaluating public value perspective of integrated development planning and how strategies can be achieved. Therefore, the research objectives and research question of the study were presented. This study outlined the benefits that include main significant of the study support to community participation during interested development planning preparation process. The study also briefly discussed the area where the study is conducted, this study outlined and defined the definition of operational concept used.

This study outlined the literature on public value, integrated development planning and public participation in local government. The study presented theories of public value, public administration, and public management. This study presented public value theory as a model to promote communities to share equal opportunities in decision making of integrated development planning and the importance of human needs, the value of community members in the participation process. This research study presented and outlined the legislative

framework of South Africa that were put in place to monitor the planning process in local government with a mandate of promoting service delivery to communities. Despite the legislative framework policies of integrated development planning, the study sought to describe and elaborate the creation of public value as a means promoting successful planning in local government.

Public administration theory was presented as a strategy that addresses issues from public sector perspective. This study outlined the role players of IDP who the main actors in development planning process are. The implementation of IDP participation of communities in local planning remains a crucial part to the success of service delivery. Integrated development planning of local government must practice public value as a pre-requisite to planning to have successful IDP'S that are implementable without harming or excluding any stakeholders. The five phases of IDP were presented. The study presented the types of participation. the layout of the study included challenges faced by communities in participation of IDP, lack of unity in communities was found as one of the major challenges in participation that affect commitment of local community to participate openly in the planning process. The research problem also outlined the implications for local government in south Africa. The research study presented integrated development planning as the basic instrument for local development as the closest to the community. The benefits of public participation in local level presented prioritizing community basic needs.

The study presented the conceptual framework on the importance of public value creation. The literature suggest that the use of public participation and public values are the core principles of service provision to communities. Despite the provision of policies and legislation, of the Constitution of the Republic of South Africa 1996, Section 155, the practice of public value should be mandated when developing IDP'S in local government. The legislative framework and conceptual framework on chapter 2 will go a long way towards ensuring that communities become more involved in the formulation of IDP'S rather than to become involved at a later stage of the process.

The study also outlined the research design and research methodologies that were used when conducting the research. The study examined the definition of research design to get an insight of how appropriate decision will be made to collect data. This study focused on the quantitative method namely positivist approach. The study area was clearly defined and described followed by the population of the study. The sampling method was described to come up with a sample. This study outlined the sampling size to identify the target participants in the study. This chapter outlined and presented the research instruments used in the study. The chapter presented the use of questionnaire. The researcher followed ethical consideration

during the process of Data collection. The data obtain from the study indicated the value of involving public participation in local development planning for better service delivery to the society of concern. Data collected through questionnaire were presented, analyzed, and interpreted in tabular forms. The findings of the study gave recommendations for further research studies for public values perspective of IDP in the local municipality of Thulamela. The study also concluded by drawing conclusions on the strategies that can be used to enhance the effectiveness of IDP.

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UNNEXURE A

PERMISSION LETTER TO CONDUCT THE STUDY FROM THE UNIVERSITY OF VENDA

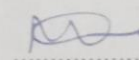
DEPARTMENT OF PUBLIC AND DEVELOPMENT ADMINISTRATION
SCHOOL OF MANAGEMENT SCIENCES

16 SEPTEMBER 2019

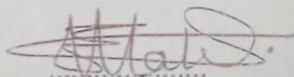
CONFIRMATION OF DATA COLLECTION FOR MUDAU N- STUDENT NUMBER:
11634570.

I hereby wish to confirm that the above mentioned student is registered for the degree, Master of Administration in Public Administration in the Department of Public and Development Administration at the School of Management Sciences, University of Venda. The student research project is at advanced stage and she is researching on the following topic: "Public Value Perspective of integrated development planning in Thulamela Local Municipality". The student has completed writing up the literature review chapter and is supposed to start collecting data for her research study

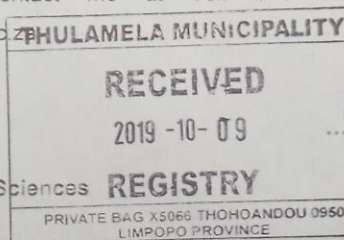
In order for the student to complete her studies, we request your Municipality/Institution to provide her with the information that she might need for her study project. As an Institution of Higher Learning, we believe that the research she is undertaking will yield the results that might also assist your Municipality/Institution. We for this reason, encourage you to provide her with the necessary information that will be collected through structured questionnaire. We undertake that whatever information will be provided to her will be solely used for this studies. In our opinion, the student is progressing well and is likely to complete the programme this year 2019. 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 Tel: 015 962 8532 or Email: muganda.ochara@univen.ac.za



Prof. N.M Ochara
Supervisor: Management Sciences



Dr. E Mahole
Co-Supervisor: Department of Public and Development Administration
School: Management Sciences



16/09/2019
Date

16/09/19
Date



University of Venda

DEPARTMENT OF PUBLIC AND DEVELOPMENT ADMINISTRATION
SCHOOL OF MANAGEMENT SCIENCES
PRIVATE BAG 55066 THOHOANDOU 0950
SOUTH AFRICA
TELEPHONE: (015) 962 8532
E-MAIL: muganda.ochara@univen.ac.za

ANNEXURE B

PERMISSION LETTER TO CONDUCT THE STUDY FROM THULAMELA MUNICIPALITY



Private Bag X5066
Thohoyandou
0950
Limpopo Province
Tel: 015 962 7500
Fax: 015 962 4020

Ref : 4/3/4/1
Enquiries : Mabasa N.H
Tel : 015 962 7514
Fax : 015 962 4020

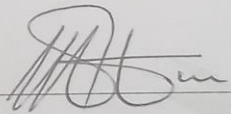
To : Mudau N
From : THULAMELA MUNICIPALITY
Date : 15 OCTOBER 2019

Subject : PERMISSION TO CONDUCT RESEARCH AT THULAMELA MUNICIPALITY

THULAMELA

MUNICIPALITY

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



MUNICIPAL MANAGER: MALULEKE H.E



UHDC ETHICAL CLEARANCE CERTIFICATE

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Ms N Mudau

Student No:
11634570

PROJECT TITLE: **Public value perspective of Integrated
development planning in Thulamela Local
Municipality.**

PROJECT NO: SMS/19/PDN/02/2108

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Prof NM Ochara	University of Venda	Supervisor
Dr E Mahole	University of Venda	Co- Supervisor
Ms N Mudau	University of Venda	Investigator – Student

Type: **Masters Research**

Risk: **Minimal risk to humans, animals, or environment (Category 2)**

Approval Period: **November 2022 – November 2023**

The Research Ethics Social Sciences Committee (RESSC) hereby approves AMENDMENTS of your project as indicated above.

General Conditions

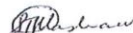
While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following.

- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project,
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately,
 - New institutional rules, national legislation or international conventions A it necessary

ISSUED BY:
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE
Date Considered: November 2022

Name of the RESSC Chairperson of the Committee: Prof TS Mashau

Signature




RESEARCH ETHICS COMMITTEE

UNIVEN Informed Consent

LETTER OF INFORMATION

Title of the Research Study : Public value perspective of integrated development planning in Thulamela Local Municipality.

Principal Investigator/s/ researcher : (Mudau Ndivhudza, BADMHD (hons)

Co-Investigator/s/supervisor/s : (prof N.M Ochara, PHD)
(Dr E. Mahole, PHD)

Brief Introduction and Purpose of the Study: I am a registered student at the University of Venda studying Master of Administration (Public Administration). My research topic focuses on the **public value perspective of integrated development planning in Thulamela Local Municipality**". The purpose of this study is to evaluate the public value perspective of integrated development planning in Thulamela Municipality.

Outline of the Procedures : (*Responsibilities of the participant, consultation/interview/survey details, venue details, inclusion/exclusion criteria, explanation of tools and measurement outcomes, any follow-ups, any placebo, or no treatment, how much time required of participant, what is expected of participants, randomization/ group allocation*)

Take note of the following

- I assure you that the information you provide will be handled confidentially. You cannot be identified in person based on the answers you provide.
- Participation is voluntary, and I can withdraw anytime without any penalty if I feel like doing so.
- The results of the study will be used for academic purpose only and may be published in an academic journal. We will provide you with a summary of the findings on request.
- This study involves a questionnaire that will require less than 15 minutes of your time.
- All questionnaires 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.

Risks or Discomforts to the Participant: (*Description of foreseeable risks or discomforts to for participants if applicable e.g. Transient muscle pain, VBAI, post-needle soreness, other adverse reactions, etc.*) **N/A**

Benefits (To the participant and to the researcher/s e.g Publications)
Publications

Reason/s why the Participant May Be Withdrawn from the Study: (Non-compliance, illness, adverse reactions, etc. Need to state that there will be no adverse consequences for the participant should they choose to withdraw) **Participation is voluntary and can withdraw anytime without any penalty if they feel like doing so.**

Remuneration : (Will the participant receive any monetary or other types of remuneration?) **No**

Costs of the Study : (Will the participant be expected to cover any costs towards the study?) **No**

Confidentiality :(Description of the extent to which confidentiality will be maintained and how will this be maintained) **You cannot be identified in person based on the answers you provide. "See attached general instructions on the questionnaire."**

Research-related Injury :(What will happen should there be a research-related injury or adverse reaction? Will there be any compensation?) **No**

Persons to Contact in the Event of Any Problems or Queries:

(Prof N.M Ochara Email Address, muganda.ochara@univen.ac.za) Please contact the researcher (0793286597), my supervisor (0814938478/0159628532) or the University Research Ethics Committee Secretariat on 015 962 9058. Complaints can be reported to the Director: Research and Innovation, Prof GE Ekosse on 015 962 8313 or Georges Ivo.Ekosse@univen.ac.za

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population.

CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: __,
- I have also received, read and understood the above written information (*Participant Letter of Information*) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerized system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant	Date	Time	Signature
I,

(Name of researcher) herewith confirm that the above participant has been fully

Informed about the nature, conduct and risks of the above study.

Full Name of Researcher

..... Date..... Signature.....

Full Name of Witness (If applicable)

..... Date Signature.....

Full Name of Legal Guardian (If applicable)

..... Date..... Signature.....

Please note the following:

Research details must be provided in a clear, simple, and culturally appropriate manner and prospective participants should be helped to arrive at an informed decision by use of appropriate language (grade 10 level- use Flesch Reading Ease Scores on Microsoft Word), selecting of a non-threatening environment for interaction and the availability of peer counseling (Department of Health, 2004)

If the potential participant is unable to read/illiterate, then a right thumb print is required and an impartial witness, who is literate and knows the participant e.g. parent, sibling, friend, pastor, etc. should verify in writing, duly signed that informed verbal consent was obtained (Department of Health, 2004).

If anyone makes a mistake completing this document e.g. a wrong date or spelling mistake, a new document has to be completed. The incomplete original document has to be kept in the participant's file and not thrown away, and copies thereof must be issued to the participant.

References:

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<http://www.doh.gov.za/docs/factsheets/guidelines/ethnics/>

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ANNEXURE E

INSTRUMENT QUESTIONNAIRES

PUBLIC VALUE PERSPECTIVE OF INTERGRATED DEVELOPMNT PLANNING IN THULAMELA LOCAL MUNICIPALITY

For each of the following statements place an **X** in the box that applies to you

SECTION A: DEMOGRAPHIC PROFILE

1. Position of Respondent

Municipal Manager	1
(IDP) Integrated Development Plan manager	2
(IDP) Integrated Development Plan officials	3
(LED) Local Economic Development manager	4
(LED) Local Economic Development officials	5
(CDW) Community development workers	6
(SANCO) South African National Civic Organization committee	7
Ward committee	8
Community Member	9

SECTION B: PUBLIC VALUE PERSPECTIVE OF INTEGRATED DEVELOPMENT PLANNING

2. Public value perspective of integrated development planning

The questions below relate to the various perspectives of IDP. Place an X in the box that applies to your municipality/local government agency

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
2.1 The approach to Local Economic Development (LED) seeks to enable local communities to participate in national development	1	2	3	4	5
2.2 The approach to LED seeks to promote self-reliance, entrepreneurship, and reduction of unemployment.	1	2	3	4	5
2.3 The approach to LED seeks to promote expansion of local markets, enhance competitiveness, and sustain the growth of the municipality.	1	2	3	4	5
2.4 The approach to LED seeks to promote self-reliance through the empowerment citizens	1	2	3	4	5

2.5 The approach to LED seeks to enhance participation and increased local community co-operation for sustainable growth.	1	2	3	4	5
2.6 The municipality plays a key integrative role in facilitating, and the coordination of service delivery and poverty alleviation strategies	1	2	3	4	5
2.7 The municipality plays a key integrative role in determining how the other spheres of government will operate within the municipality's area	1	2	3	4	5

3. Effectiveness of IDP on the creation of public values

The questions below focus on Public Value dimensions considered critical in effective IDP processes. Place an X in the box that applies to your municipality/local government agency

	Very Important	Important	Somewhat Important	Rarely Important	Not Important at All
3.1 The IDP process encourages political loyalty of public servants	1	2	3	4	5
3.2 Public servants should adhere to independent professional standards and should have the freedom to use their own professional discretion	1	2	3	4	5
3.3 During the IDP process, the interests of diverse stakeholders is balanced by not letting a single one dominates.	1	2	3	4	5
3.4 The IDP process should result in the immediate satisfaction of the needs of users.	1	2	3	4	5
3.5 Public servants should focus on high productivity.	1	2	3	4	5
3.6 The municipality should adopt "businesslike" operations in order to be efficient.	1	2	3	4	5
3.7 The municipality should be accountable to the society in general.	1	2	3	4	5
3.8 Public insight and transparency are emphasized.	1	2	3	4	5
3.9 Municipality Listens to the public opinion and ensure there is alignment with the municipality's activities	1	2	3	4	5
3.10 The is equal treatment by avoiding discrimination based on gender, ethnicity, and religion in encounters with users.	1	2	3	4	5
3.11 There is emphasis on continuity by focusing on the long term and maintenance of traditions.	1	2	3	4	5

3.12 The municipality emphasizes innovation during the IDP process.	1	2	3	4	5
3.13 The municipality ensures good career opportunities for employees	1	2	3	4	5
3.14 The municipality engages in strengthening citizen democracy by helping users gain influence in the IDP process.	1	2	3	4	5
3.15 Networking is used in the IDP process for instance by moving beyond sector limits and traditional jurisdictions.	1	2	3	4	5

3. Challenges faced by the communities and the municipality during public participation in the integrated development planning process.

The questions below focus on constraints to the implementation of IDP in the municipality. Place an X in the box that applies to your municipality/local government agency

	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
3.16 Local authorities are not equipped to undertake the developmental role envisaged in the IDP.	1	2	3	4	5
3.17 The traditional role of local government is non consultative and paternalistic.	1	2	3	4	5
3.18 Local authorities lack the capability to coordinate multiple stakeholders in development initiatives.	1	2	3	4	5
3.19 Operating as equal partners with national and provincial government agencies at the local level makes it difficult to operate.	1	2	3	4	5
3.20 There is too much control from the three levels of government which frustrates the process of democracy.	1	2	3	4	5
3.21 The municipality lacks legislative clarity on the roles of the three levels of government.	1	2	3	4	5

4. The strategies that can be used to enhance the effectiveness of integrated development planning.

The questions below focus on the IDP participation mechanisms. Place an X in the box that applies to your municipality/local government agency					
	To a Great Extent	To a Moderate Extent	To some Extent	To a Small Extent	Not at All
4.1 The IDP process of the municipality is clear	1	2	3	4	5
4.2 There is opportunity for all to participate and contribute in the IDP process	1	2	3	4	5
4.3 The budgeting initiatives of the municipality involves various stakeholders.	1	2	3	4	5
4.4 Local community-based forums are used to initiate and/or influence policy-formulation	1	2	3	4	5
4.5 There is a structured stakeholder involvement process in council committees to encourage participation.	1	2	3	4	5
4.6 The municipality regularly uses participatory focus groups during the IDP process.	1	2	3	4	5
4.7 The municipality actively supports the development of associations and groups in marginalized areas in order to be inclusive.	1	2	3	4	5
4.8 Citizens are actively involved in the mobilization of resources for development purposes.	1	2	3	4	5
4.9 The community had a say in the assessment of needs	1	2	3	4	5
4.10 The IDP process brought forward the real needs of the community	1	2	3	4	5
4.11 The community participated in decision-making about the goals	1	2	3	4	5
4.12 The community participated in decision-making about planning	1	2	3	4	5
4.13 The community will participate in decision-making about implementation	1	2	3	4	5
4.14 The stakeholder groups that participated in the IDP process were representative of the community	1	2	3	4	5
4.15 The stakeholder groups that participated in the IDP are accountable to the community	1	2	3	4	5
4.16 The community is in control of the IDP process, and not the consultants.	1	2	3	4	5

4.17 The local authority is the body that should facilitate the IDP process	1	2	3	4	5
4.18 The local authority is the body that should manage the IDP process	1	2	3	4	5
4.19 The local authority is the body that should implement the IDP process	1	2	3	4	5
4.20 The Central Government is sincere in its advancement of developmental local government	1	2	3	4	5

Thank you very much for your time and contribution.

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Editorial letter

This serves to confirm that I, Dr. TE Sikitime, attached to University of Venda, English Department have proofread a dissertation titled: *PUBLIC VALUE PERSPECTIVE OF INTEGRATED DEVELOPMENT PLANNING IN THULAMELA LOCAL MUNICIPALITY*

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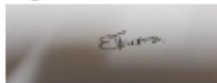
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Editorial work focused mainly on technical precision and common errors relating to syntax, diction, word order and formulation of ideas. Corrections and suggestions were made for the student to effect before submission.

Signature

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