COMMUNITY INVOLVEMENT AS A STRATEGY TO ENHANCE INTEGRATED DEVELOPMENT PLANNING EFFICIENCY FOR EFFECTIVE SERVICE DELIVERY IN MUTALE MUNICIPALITY

By

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DECLARATION

I, Nempumbuluni Thambeleni Colbert, hereby declare that the dissertation for the Master of Public Management (MPM) degree at the University of Venda, hereby submitted by me, has not been submitted previously for a degree purpose at this or any other university and that is my own work in design and in execution, and that all reference materials contained therein has been duly acknowledged.

Signature----------Nempumbuluni T.C.----------Date----------23-01-2012----------

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- Almighty God for the provision of divine will and wisdom to enable this project to reach fruition and for me to realize my goal of accumulating wealth of knowledge.

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DEDICATION

This mini-dissertation is dedicated to, God who gave me strength and wisdom to complete this study and to my mother, Sarah Mavhungu Khavhatondi Nempumbuluni for her parental care and unconditional support until I achieved the end of this project.

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ABSTRACT

In this study, the researcher investigated community involvement as a strategy to enhance Integrated Development Planning efficiency for effective service delivery in Mutale Municipality, Limpopo Province.

To get a holistic view, a sample was drawn from the population of seventy (70) respondents from a range of stakeholders that include 10 officials of Mutale Municipality, 15 councilors, 11 secretaries of Ward Committees, 11 Community Development Workers (CDW), 5 civic associations members, 4 business people and 14 IDP forum members from Mutale community.

Quantitative method, as instrument for collecting data was used in this study. A questionnaire in (Appendix A), was handed out to Municipal officials, councilors, secretaries of Ward Committees, Community Development Workers, civic associations, business people and IDP forum members.

The main findings of this study are:

- There is a minimal representation of women, people living with Disabilities and youth in IDP and Ward Committees at Mutale Municipality.
- Community involvement in IDP and Ward Committees is dominated by males, employed people and the degree and diploma graduates.
- There are no IDP workshops to capacitate stakeholders on the usefulness, processes and importance of IDP in service delivery.
- IDP representative forum and Ward Committees are used for community involvement to enhance Integrated Development Planning for effective service delivery in Mutale Municipality.
- Residents know about Ward Committees, but do not always attend meetings where service delivery issues are discussed.

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- Community needs are not entirely identified by community members, but to some extent by councilors, Ward Committees and municipal employees.
- Corruption plays a role in the implementation of projects in the municipality.
- Stakeholders are not afforded enough time to go through the Draft IDP documents.
- Community involvement in municipal affairs is poor.
- Government departments do not regularly attend IDP meetings.

The main recommendations of this study are:

- Improving representation in IDP forum and Ward Committee.
- Introducing IDP workshops for both municipal employees and community members.
- Consistency in community feed-back and report.
- Regular attendance of IDP representative forum meetings.
- Improving accountability.
- The need for efficiency and effectiveness in service delivery.
- Improvement in community involvement in IDP processes and Ward Committees.
- Increasing engagement with Traditional Leaders.
- Introducing strategies for monitoring and evaluation of service delivery.
- Provision of adequate time to study Draft IDP documents.

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LIST OF ACRONYMS.

CBO	Community-Based Organizations.
CDW	Community Development Workers.
DLGH	Department of Local Government and Housing.
DPLG	Department of Provincial and Local Government.
EXCO	Executive Committee.
IDP	Integrated Development Planning.
NGO	Non-Governmental Organizations.
MEC	Member of Executive Committee.
SPSS	Statistical Package for Social Science.

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LIST OF TABLES.

Table 4.1. Gender of respondents..... 70

Table 4.2. Age of respondents..... 71

Table 4.3. Marital Status of respondents..... 72

Table 4.4. Highest Standard Passed of respondents..... 73

Table 4.5. Employment Status of respondents..... 74

Table 4.6. Disability or Ability Status of respondents.....74

Table 4.7. Place of residence of respondents..... 75

Table 4.8. Knowledge about IDP..... 76

Table 4.9. Participation in IDP..... 76

Table 4.10. Knowledge about Ward Committees.....77

Table 4.11. Ward committees as a vehicle for community involvement in Municipal matters..... 78

Table 4.12. Engagement of Traditional Leaders in all IDP Process.....78

Table 4.13. Time Given to go through the Draft IDP before attending IDP Consultative meetings..... 79

Table 4.14. Reflection of municipality IDP.....80

Table 4.15. Structures used for community involvement in municipal affairs.....81

Table 4.16. Period of studying Draft IDP documents..... 82

Table 4.17. Invitation of community to attend IDP Consultative meeting..... 83

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Table 4.18. Identification of community needs..... 84

Table 4.19. Giving community a service delivery report..... 85

Table 4.20. Attending IDP workshop..... 86

Table 4.21. Attendance of Ward Committee meetings which discuss service delivery issues and IDP..... 87

Table 4.22. Reimbursement for attending IDP meetings.....87

Table 4.23. Community services rendered by Mutale Municipality..... 88

Table 4.24. Strategies for monitoring service delivery in Mutale Municipality.....89

Table 4.25. Community involvement in the IDP..... 89

Table 4.26. Representation in Ward Committees.....90

Table 4.27. Attendance of IDP representative forum meetings.....91

Table 4.28. Attendance of Government Department to IDP Consultative Forums...91

Table 4.29. Causes of Non-Attendance by community members and structures to Municipal IDP Processes and other delivery related mattes..... 92

Table 4.30. Ratings of community involvement in municipal affairs at Mutale Municipality.....93

Table 4.31. Municipal employee..... 94

Table 4.32. Role of corruption in implementation of prioritized projects in IDP... 95

Table 4.33. Rating councilors in giving feed-back to communities on service delivery issues.....95

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Table 4.34. Relationship between the Municipal Council and Traditional Leaders in IDP implementation and provision land..... 96

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TABLE OF CONTENT

Declaration i

Acknowledgements ii

Dedication iii

Abstract iv

List of Acronyms vi

List of Tables vii

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY.

1. Introduction..... 1
2. Problem Statement..... 2
3. Hypothesis.....3
4. Aim of the Study.....4
5. Objectives of the study..... 4
6. Scope of the Study..... 4
7. Limitation of the study.....4
8. Significance of the Study.....5
9. Reference Technique.....5
10. Definition of Concepts 5

10.1. Community Involvement.....5

10.2. Community 6

10.3. Integrated Development Plan (IDP).....6

10.4. Ward Committee 6

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10.5. Participatory Community-based Planning 6
10.6. Public Forum 7
11. Literature Review.....7
11.1. Governance and Community Involvement.....8
11.2. Linking Community Involvement with local democracy.....9
11.3. Constitutional and Legislative requirements.....9
11.4. Ward Committees.....10
11.5. Public Forum.....10
11.6. Community Involvement Policy development and implementation 11
11.7. Weaknesses in Integrated Development Plan.....11
11.8. Community involvement challenges and Role of Ward committees.....12
11.9. Promoting Participatory Community-base planning.....14
11.10. Community involvement as seen by communities.....14
11.10.1. Budget and IDP.....15
11.10.2. Imbizo or Public Meetings.....15
12. Organization of the study.....15

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CHAPTER 2.

LITERATURE REVIEW.

2.1. Introduction.....17

2.2. Background of Municipal Governance in South Africa... 17

2.3. Background to Community Involvement in Municipal matters.....19

2.4. Legal Framework on Community Involvement and Integrated Development Plan.....23

2.4.1. Constitution of the Republic of South Africa, 1996.....24

2.4.2. The White Paper on Local Government, 1998 (March 1998).....24

2.4.3. Local Government : Municipal Systems Act,2000 (no.32 of 2000).....25

2.4.4. Local Government : Municipal Structures Act,1998 (no.117 of 1998).....27

2.4.5. The Development Facilitation Act,1995 (no.67 of 1995).....28

2.4.6. Local Government Transition Act,1996 (no.97 of 1996).....29

2.5. Procedures and Mechanisms for Community Involvement in Municipal matters.....29

2.6. Role and functions of Ward Committees.....30

2.6.1. Communication Channel 33

2.6.2. Managing Municipal Performance.....34

2.6.3. Advantages of Municipal Ward Committees.....35

2.7. Role and functions of Community-based Organizations(CBO) in Community Involvement.....36

2.8. Role and functions of Traditional Leaders in Community Involvement.....37

2.9. Importance of Community Involvement.....38

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2.10. Integrated Development Plan (IDP).....41

2.10.1. Importance of Integrated Development Plan (IDP).....43

2.11. Integrated Development Planning Process.....46

2.12. Community Involvement in Integrated Development Planning Process in Mutale.....52

2.13. Challenges Facing Integrated Development Plan Processes.....54

2.14. IDP Turnaround Strategy.....57

2.14.1. Key Intervention Areas of IDP Turnaround Strategy.....59

2.15. Limitations on Community Involvement.....60

2.16. Conclusion.....61

CHAPTER 3.

RESEARCH METHODOLOGY.

3.1. Introduction.....62

3.2. Nature of the study.....62

3.3. Research design and focus.....62

3.4. Population and Location.....63

3.5. Sampling Size.....64

3.6. Sampling Method.....64

3.6.1. Purposive Sampling.....65

3.7. Data Collection Methods.....65

3.7.1. Instrument.....66

3.7.1.1. Questionnaires.....66

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3.8. Method of Data Analysis.....66

3.9. Framework for Analysis.....67

3.10. Ethical Consideration.....67

3.11. Conclusion.....69

CHAPTER 4

Data Presentation, Analysis and Interpretation.

4.1. Introduction.....70

4.2. Presentation of data, analysis and interpretation.....70

CHAPTER 5.

RESEARCH FINDINGS, CONCLUSION AND RECOMMENDATIONS.

5.1.Introduction.....97

5.2. Main Findings of the Study.....97

5.3. Conclusions.....99

5.4. Recommendations.....100

6. References.....103

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APPENDICES.

APPENDIX A : Questionnaire.....111

APPENDIX B : Application Letter to Conduct Research at Mutale Municipality.....117

APPENDIX C : Mutale Local Municipality map.....118

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CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE RESEARCH PROBLEM

1. Introduction.

The Republic of South African Government has achieved a milestone in bringing wide ranging participatory processes in the different spheres and institutions of governance in the country. The attempt to introduce participatory and direct democracy is witnessed by many people, such as institutions and processes at national and provincial levels, in the planning processes and policy formulation of local government structures. Municipal authorities, for example are legally required to involve community organizations in the formulations of budgets, planning and developmental priorities.

The Constitution of the Republic South Africa, 1996 makes provision for local government to provide democratic and accountable municipalities and encourage the involvement of communities and community organizations in the matters of local government. Measures were introduced to entrench community participation and also introduced to transform the local government functions emphasizing on development rather than regulations as was under the previous dispensation. As a result, developmental Local Government is defined as "local government committed to working with citizens and groups within the community to find sustainable ways to meet social, economic, and material needs and improves the quality of their lives".

Local government legislations make provision for local authorities to establish a system of participatory democracy at the local level in the form of Ward Committees.

These Ward Committees are introduced in municipalities as community structures to play a critical role in linking and informing the municipalities about the needs, aspirations, potentials and problems of the communities (Houston, *et al*, 2001:206).

They are established to serve as links between local municipalities and communities by facilitating proper communication. Through working directly with the municipality, ward

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committees, serve as a cord which articulates the new system of local government to the majority of the people, more especially to previously disadvantaged communities.

Ward committees have an important role to play in actively taking part and determining core municipal business, such as Integrated Development Planning, Budgeting and Municipal Performance Management process, which are central to democratic governance and participatory-developmental local government.

2. Problem Statement.

With the dawn of democracy in South Africa, local municipalities attempted to address the Nationalist Party's legacy of separatism, exclusion and non-participation through Ward Committees as a strategy for community involvement to participate in municipal governance for effective service delivery.

According to *Section 152 (e) of the Constitution of the Republic of South Africa, 1996* local government should encourage the involvement of communities and community organizations in its matters. In Mutale Municipality, there is limited and poor community involvement in the matters of municipal governance which negatively impacts in the IDP processes and ultimately compromises effective service delivery.

Chapter 4 of the *Local Government: Municipal System Act, 2000 (Act no. 32 of 2000)* makes provision for a municipality to develop a culture of municipal Governance that compliments formal representative government with a system of participatory governance and must for this purpose, encourage and create conditions for, the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its Integrated Development Plan.

Section 17 (1) (e) further provides that the municipality must report- back to the local community.

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Although Mutale Municipality encourages and creates conditions for the local community to participate in its affairs, there is a lack of capacity to effectively involve the community in preparation, implementation and review of its Integrated Development Plan, coupled with little or no report back in matters and projects which the municipality fails to implement.

The *Local Government: Municipal System Act, 1998 (Act No. 117 of 1998)* makes provision for the establishment of Wards and Ward Committees. This enables communities to be involved in municipalities' activities thereby enhancing participatory democracy in local government. The establishment of Ward Committees in Mutale Municipality seems to be a formality to fulfill the requirement of the *Municipal Structures Act, 1998 (Act No. 117 of 1998)*.

Community involvement (participation) through Ward Committees is minimal and only few people have information and access to municipality matters such as governance and processes, which results in the exclusion of more pressing inputs into the IDP and leads to inadequate and lack of service delivery.

3. Hypotheses.

3.1. Lack of community involvement in IDP results in the municipality deciding and imposing projects to the community and ultimately having projects which are white elephants.

3.2. Poor relationship between the Municipal council and traditional leaders impacts negatively on the effective IDP implementation and service delivery.

3.3 Inconsistence feed-back between ward committees and communities and Ward committees and council leads to unnecessary service delivery discontents and protests.

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4. Aim of the Study.

The main aim of this study is to investigate community involvement/public participation in enhancing IDP, including mechanisms, processes and procedures that can enhance active and effective involvement in the development of the municipality.

5. Objectives of the Study.

The objectives of this study are to:

5.1. Identify strategies that will enhance community participation.

5.2. Provide methods, tools and techniques to help the community to identify and prioritize their needs.

5.3. Improve consistency in the IDP process and enforcing accountability by councilors and ward committee members.

6. Scope of the Study.

Through community involvement the study will only focus on the role of community structures, particularly Ward Committees as a strategy of community involvement in enhancing IDP efficiency and governance in the Mutale municipality for effective service delivery as provided for by Local Government Legislations such as the *Municipal Structures Act, 1998 (no.117 of 1998) and the Municipal Systems Act, 2000 (no.32 of 2000).* The focus of the study will be on areas that should play a role in community involvement in Mutale municipality.

7. Limitation of the Study.

The problems that the researcher will encounter are time constraints, access to sensitive records and consumer information as well as money.

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8. Significance of the Study.

The findings of this study will practically benefit community members in receiving services they need and transform for the better life from the government of their choice through their active participation and involvement in Integrated Development Planning process.

The Municipal Council and other levels of government will be able to address service delivery challenges faced by communities they serve by allowing local community involvement in IDP process as legislated and also positioning itself in rendering effective service delivery.

9. Reference Technique.

According to Simpson, et al (1989:93) reference is "a direction in book to another passage or another book where information can be found (usually reference to something) mention of it, an allusion to it.

The researcher will use the Harvard method of reference as follows:

9.1. Referencing a paragraph in a book: author's surname, followed by a year of publication and pages in brackets at the end of the paragraph: For example, (Swanepoel, 1992:3) and author's surname, followed by a year and page in brackets, e.g. According to De Vos (2002:305) research design is…

10. Definition of Concepts.

The relevant concepts, which form part of this study, will be defined as follows:

10.1. Community Involvement.

The procedures whereby people in a particular geographic area contribute directly to decision-making and implementation of development interventions that may affect them,

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for example, participation is often viewed as ownership of development process, bottom up planning, grassroots planning, public involvement, participatory planning, democratic planning, and collaborative planning (Swanepoel, 1992:3).

The World Bank Learning Group (1995:23) defines community involvement (public participation) as a process through which stakeholder's influence and share control over development initiatives and the decisions and resources which affect them.

10.2. Community.

The Concise Oxford Dictionary reference describes the community as a collection of people living in the same area and sharing the same fundamental values.

10.3. Integrated Development Plan (IDP).

It is a plan that the community contributes towards by giving their developmental and service delivery needs. Once this has been achieved, the needs are prioritized in an integrated manner by determining the activities and operational plans and guide the allocation of resources over a five-year period (DPLG: 2005:60).

10.4. Ward Committee.

Is an institutionalized channel of communication and interaction between communities and the municipality (Bolini and Ndlela, 1998:36).

10.5. Participatory community-based planning.

A cyclical or spiral process that actively involves major stakeholders and role players in reflecting and assessing the progress made during project implementation and other development activities (www.cpp.org.za).

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10.6. Public Forum.

Janine (2007: 208) defines public forum as popularly recognized attributes and advantages of a community essential for maintaining community life as well as sustaining the economy, society and environment.

11. Literature Review.

Strydom (1998: 80) states that the most important objective of a literature study remains the broad orientation of the prospective research with regard to his or her prospective investigation. On the other hand, Grinnel (1993:434) mentions that the purpose of a literature review is to provide a basis and background for the study.

He further states that an effective literature review achieves the following objectives.

- It demonstrates the similarities between the proposed study and past research findings or similar study,
- It demonstrates the differences between the proposed study and past research studies,
- It demonstrates that the author of the proposal has available and relevant literature,
- It supports and interacts with the conceptually defining key variables that are the subject of the study.

The principle of community or citizen participation in South Africa is not taking place in a vacuum. The legislative framework on ward committees is comprised amongst the following five main documents:

- *The Constitution of the Republic of South Africa, 1996,*
- The White Paper on Local government, Gazette no:18739 of March 1998,
- *Local Government: Municipal Structures Act,1998 (no. 117 of 1998*),
- Local Government: *Municipal Systems Act, 2000 (no. 32 of 2000)*,
- Municipal Planning and Performance Management Regulation, 2001, and the Community Participation By–Laws.

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All these legislative frameworks describe the way in which local government should function and provide the directives for how municipalities interact with communities. The following is a brief summary of the provisions in the local government legislation relating to community participation.

The research is drawn from both primary and secondary data. In addition to the various major applicable legislations, the different international views on participation and different motivation for community participation.

11.1. Governance and Community Involvement.

According to Atkinson (1989:43) there is a notion of "popular sovereignty" a notion that indicates that governance is not a separate entity from its citizenry, but that the two are intertwined. Implicit in this form of governance, is the notion that the government is accountable to the community in an ongoing manner. This contextual analysis is in line with the shift from the concept of government to governance (Kooiman, 1993:143).

From a South African perspective, Swanepoel (1992:543) comes up with a broad understanding of governance when he contends that the role of political leadership in governance is that of managing the relationship between the government and civil society. If good democratic governance refers to working with and listening to citizenry as individuals, interest groups and society as a whole, thus it involves active co-operation and ongoing engagement in the process of policy formulation and implementation between politicians, public officials and members of the communities. The government has to ensure that all its structures enable the public to exercise a meaningful say. Governance as a process of facilitation and ensuring the delivery of goods and services through the management of social power and power relations thus includes a means of social stability and well being through deepening democracy.

Governance has been described as "both a broad reform strategy and a particular set of initiatives to strengthen the institutions of civil society with the objective of making

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government more accountable, more open and transparent, and more democratic (Gaventa and Valderrama, 1997:7).

It represents a change in meaning of government, referring to a process of governing, a changed condition of ordered rule, or the new method by which society is governed (Rhodes, 1996: 652).

11.2. Linking Community involvement with local democracy.

Attention has to be drawn to the compatibility of public participation with democracy in general, in accordance with the ethos of representivity. This issue becomes more relevant in the South African context, where public participation is seen not only to play a pivotal role but also enhance local democracy. Since the new government took office, different expectations have been raised concerning policy on how government should relate to its community.

However there is a general agreement that participation is a key to the success of local development process. By this, it is implicitly implied that there has to be a representative and administrative system through which the views of citizens are taken into consideration in policy formulation. Hence it is essential to ensure that control over local municipalities and civil society is not restricted to the new urban elites in South African context (Swilling and Monteiro, 1994:152).

Swilling and Monteiro (1994:152) assert that the new type of government should promote developmental planning.

11.3. Constitutional and Legislative requirements for community involvement.

Section 152 (1) of the *Constitution of the Republic of South Africa, 1996* states that local government must encourage the involvement of communities and community organizations in its matters. This implies going beyond just consulting communities as an aid to deliberation. In this regard section 16 of *Local Government: Municipal Systems Act,2000 (no.32 0f 2000),* obliges municipalities to develop a culture of municipal

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governance that complements formal representative government with system participatory governance, and must for this purpose encourage, and create conditions for, the local community to participate in the affairs of the municipality.

11.4. Ward Committees.

According to Craythorne (1993: 106) the ward system first emerged in South Africa in 1786 in the Cape as a result of the Cape Burghers pressing for a greater share in the government of the Colony. This body was later given certain municipal and policing functions. Their role evolved over the years into a form of contact between the people and the municipal commissioners. The system was for years appropriate to one side of the population. It was rejected and opposed by the majority of Africans for being illegitimate. The birth of democracy saw the whole country divided into wards. The new notion of wall-to-wall local government means that every South African will have direct access to democratically elected representatives involved in the management of their local area (Parnell *et al*, 2002:83).

11.5. Public Forums.

In public forums or imbizos community members discuss critical issues, such as unemployment, breakdown in morals, poor service delivery, high rate of crime, and high failure rate in Grade 12 examinations. Such meetings must be well-publicized, with facilitators leading discussion on various aspects such as the community's strengths and potential problems. Public forums give members of the community who come from various backgrounds a chance to express their views. This is a critical first step designed to build a good understanding of the community's needs and resources (Bhandani, 2003:402).

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11.6. Community Involvement Policy Development and Implementation.

The insight that, by design, community involvement in South Africa is mostly limited to public consultation is confirmed by a review of key community involvement policy. It is notable that policy development has lagged behind legislation by some five to seven years, and indeed there still remains no final national policy on public participation (Bhandani, 2003:402).

11.7. Weaknesses in Integrated Development Planning.

It is evident that the existing policy is clear about how democracy should be deepened via IDP processes. However, translating the policy dictates into reality remains the major challenge that most local Municipalities face. For example, Councilors and officials should be primarily responsible for preparing Integrated Development Plans (IDPs). Strategic technical support should be sought from experts and professionals. Yet, in most Municipalities external consultants drive the preparation of IDPs (IDP: Local Pathway to Sustainable Development in South Africa, 2002:11).

This means that involvement of officials who should develop and implement the IDPs is limited and peripheral. Centralization of consultative forums such as the IDP Representative Forum significantly marginalizes and limits involvement of local communities and their institutions (Journal of Public Administration, Volume 35 no.1, 2000: 75).

As a result, the fundamental intention of energizing communities so that they improve their lives and influence the local Municipal development agenda through the IDP is considerably weakened. This situation is further compounded by:

- Desktop review and consolidation of secondary data with almost very little Validation by communities, which reduces the quality and organizational Capability to implement IDPs;
- Involvement of mainly junior, non-decision making staff members from sector departments of government and state-owned enterprises in IDP foray. This

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weakens the potential for alignment, integration and coordination of development programs and budgets; and

- Draft IDPs are principally made available electronically in municipal websites and/or printed copies in satellite offices, and in some cases, public libraries for only a month in order to secure public comments before adoption. The majority members of community do not have access to municipal websites, libraries and could not afford transport to satellite offices to access draft IDPs resulting in little opportunity for meaningful inputs by community members (IDP Guide 3 Pack of the Department of Provincial and Local Government, 2008:15).

11.8. Community Involvement Challenges and role of Ward Committees.

Section 152 of the *Constitution of the Republic of South Africa, 1996* provides that a local authority must encourage the involvement of communities and community organizations in its matters. On the other hand, *Local Government: Municipal Structures Act, 1998 (no. 117 of 1998)* requires Local Governments to establish Ward Committees, with the object of enhancing participatory democracy at the local level. Ward Committees are mandated to participate in local government in two key ways:

- Assessing and approving the budget; and
- Planning and developing the IDP, with the Ward Committees working closely with Councilors and other community organizations to identify priority needs and make sure these needs are included in the budget proposals and plans.

While the Ward Committees' main tasks are to communicate and consult with the community in respect of development and service plans, they are also supposed to be a strategic mobilizing agent for both the Municipality and the community in planning and implementing intervention programmes. By so doing, they advance the cause of participatory democracy, which affords ordinary men and women, young and old, an opportunity to actively and meaningfully contribute to their own development and well-being. Added to this, Ward Committees are expected to play a central role in mobilizing

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partnerships for developing and implementing local community projects. However, Ward Committees are perceived to be ineffective in advancing public participation at local government level (Nyalunga, 2006: 106). This situation could be attributed to the lack of capacity and incentives to persuade them to work wholeheartedly towards bettering the lives of people in their constituencies.

Ward Councilors, as Chairpersons of Ward Committees and elected leaders of Wards, are assumed to be the legitimate representatives of the diverse spectrum of people and organizations in their communities. However, in most cases, Ward Councillors and/or Ward committees rarely engage local community members in a truly participatory way as they seek to mobilize them to contribute more meaningfully to integrated development planning. Also, very few communities make their Councillors accountable to them. Only in a few cases are community members consulted to express but not prioritize their needs. This practice promotes a counter-productive "shopping list of needs" approach to development planning. Beyond expressing their needs, the people do not play any part in deciding what happens with the information that they provide. The difficulties that most Municipalities face in implementing their IDPs compound this problem. Thus, the need for involving communities more meaningfully in developing Ward-level plans, formulating action plans, implementing the plans, and monitoring and evaluating progress of local development efforts is not questionable. Such a strategy would:

- Elicit maximum support of residents and stakeholders, thereby cultivating a sense of ownership of development interventions;
- Help mobilize community, public and private-sector resources for implementing growth and development strategies, which is a critical ingredient of sustainable development; and
- Provide a foundation for future sustainable development initiatives (Nyalunga, 2006: 106).

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11.9. Promoting participatory community-based planning.

Planning that involves community's helps to set the parameters for intervention, as well as specific goals and objectives. Without such a plan, intervention efforts would lack direction. It is also difficult to evaluate progress. Lastly, if communities are not involved in defining the path that should lead to their own development, there would be no basis on which to build trust. Thus, through participatory community-based planning you define the current scenario, identify the existing gaps and spell out the unfulfilled needs (Pretty, 1995:205).

11.10. Community Involvement as seen by Communities

From the data collected from just three municipalities on community involvement: Illembe, Sisonke and Mgungundlovu, the perception from public participation in three municipalities were quite negative. There were two significant findings which suggest some reason for hope. First, most respondents were well aware of public participation-at least in the sense of having experienced imbizo and without exception thought that effective participation would be a good thing. Second, there was some evidence that respondent's perception of public participation was positively affected by well- run events, in which there was good follow- up by officials on key issues (Janine, 2007:205).

Perceptions were quite negative, with respondents feeling that, even when it did occur, public participation tended to make little or no difference to local governance. Indeed, it was commented that public participation was used mostly to legitimize decisions already taken at a higher level. Significantly, the experience of public participation was almost entirely limited to imbizo, with only a few experiencing ward committees, or any other mechanism of participation. This reflects the under-developed nature of public participation programs at municipal level. Lastly research suggested that civil society was very weak in most municipalities, leaving communities without alternative sources of organization to take the initiative in respect of local governance (Janine, 2007:205).

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11.10.1. Budget and IDP.

Notably, respondents felt that consultation around the IDP did not occur, but was often poor. Hence, the IDP forums operate partially, and the ward level reflection on the IDP-where it does happen, it is not integrated in to the IDP at municipal or district level. Hence in Ilembe and Mgungundlovu it was felt that the IDP did not reflect the priorities of the community. In Sisonke it was felt that there was no link between the general and local priorities in the IDP
(Janine, 2007:208).

11.10.2. Imbizo or Public Meetings.

Imbizo is the most common mechanism through which ordinary citizens experience public participation. In this respect it is notable that all respondents had experienced imbizo hosted by national and provincial government as well as by local government.
Janine (2007:208) indicates that respondents' evaluations towards *imbizo* varies according to how well-organized the *imbizo* was, and follow-up on issues raised. Hence in Mutale municipality, respondents felt imbizo were important forums for interaction with government, whereas in Vhembe District Municipality they were seen as ineffective road shows.

12. Organization of the Study.

Chapter 1:

Introduction and Background of the Study.

In this chapter the researcher focused on the following important aspects: statement of the problem, hypotheses, objectives, significance of the study, limitation of the study, delimitation of the study, reference technique, definition of the concepts, research methodology, literature review as well as organization of the study.

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Chapter 2:

Literature Review.

Chapter two focused on the introduction, legal framework and all policies, regulations and framework, government policy, addressing the challenges of community involvement.

Chapter 3:

Research Design and Methodology.

This chapter presents the research design and methodology used to conduct a research. It is divided on the following sub- headings: introduction, nature of the study, research design, population and location, sampling procedure, data collection methods, data analysis as well as framework for analysis.

Chapter 4:

Data Presentation, Analysis and Interpretation.

This chapter focused on the facts as obtained from the respondents. The presentation of the collected data was based on the subsection of data gathering instrument. The collected data was analyzed using the calculus and SPSS.

Chapter 5:

Findings, Recommendations and Conclusion.

This chapter outlined the findings, recommendations and conclusion of the study.

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CHAPTER 2.

LITERATURE REVIEW.

2.1. INTRODUCTION.

The purpose of this chapter was to review literature on the background of community involvement in Local government or Municipal matters, particularly in Integrated Development planning processes for effective service delivery, legal framework on community involvement, mechanisms for community involvement, roles of ward committees, community-based organizations, Non-Governmental Organizations and traditional leaders, Municipal Audit committee, importance of community involvement for effective service delivery and functionality of ward committees and Audit committees.

2.2. BACKGROUND OF MUNICIPAL GOVERNANCE IN SOUTH AFRICA.

Section 40(1) of the *Constitution of the Republic of South Africa, 1996* provides for the Republic of South Africa to have government constituted as national, provincial and local spheres of government, which are distinctive, interdependent and interrelated.

Chapter 7 of the *Constitution of the Republic of South Africa, 1996* deals specifically with the municipalities.

In Section 151(1) it is stated that the local sphere of government consists of municipalities which must be established for the whole of the territory of the Republic.

It is furthermore stated that the executive and legislative authority of a municipality is vested in its municipal council. Section 43(c) also provides that the legislative authority of the local sphere of government is vested in the municipal council.

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Section 155 of the Constitution establishes three categories of municipalities as follows:

- Category A:

A Municipality that has exclusive municipal executive and legislative authority in its area.

- Category B:

A Municipality that shares municipal executive and legislative authority in its area with a Category C municipality within whose area it falls.

- Category C:

A Municipality that has municipal executive and legislative authority in an area that includes more than one municipality.

It is furthermore required that national legislation must define the different types of municipalities that may be established within each category, whilst provincial legislation must determine the different types of municipalities to be established in that province.

The national legislation must also establish criteria for determining when an area should have only a Category A municipality, or whether it should have both Category B and Category C municipalities.

The appropriate division of powers and functions between the municipalities must also be determined in terms of national legislation. This legislation must take into account the need to provide municipal services in an equitable and sustainable manner.

The internal procedures of a municipality are set out in Section 160. Inter alia a council must elect a chairperson and may elect an executive or other committee. The size of the municipal council, whether it may elect an executive committee or any other committee and the size of such committees can also be legislated for.

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Local Government: Municipal Structures Act,1998 (no.117 of 1998) and the White Paper on Local Government of 1998 as published in Government Gazette no.18739 of 13 March 1998 must be seen as part of the series of legislation transforming local government in accordance with the Constitution of the Republic of South Africa.

One of the object of Local Government: Municipal Structures Act, 1998 (no.117 of 1998) is to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality.

According to Hadingham (2003:8) Transitional Local Government period in South Africa evolved through pre-transition phase, transition phase and the final phase.

The final phase resumed from 2000 and is proceeding onwards. The three types of municipalities i.e. Category A, B and C are local municipalities, District municipalities and metropolitan municipalities and local authorities still retain their decentralized powers and operate within differently demarcated boundaries.

The process of local government reform includes the development of management tools, such as Integrated Development Plan to assist local government in undertaking its mandate and make them the basis for their activities and decision making (Hadingham, 2003:7).

2.3. BACKGROUND TO COMMUNITY INVOLVEMENT IN MUNICIPAL MATTERS.

According to Bayat *et al* (1987:111) community participation refers to the way in which communities and stakeholders are involved in the development process of the municipality.

The South African government introduced participatory democracy in which it has committed itself to the institution of wide-ranging participatory processes in the different spheres and institutions of governance in the country. Measures have been introduced to

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entrench popular participation in the workings of local governance structures and to transform the functions of local government in South Africa from its previous emphasis on regulation to development. Reconstruction and development requires a population that is empowered through expanded rights, meaningful information and education, an institutional network fostering representative and indirect democracy, and participatory and direct democracy (ANC, 1994:120).

Developmental local government is defined as " local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives" (RSA 1998b section B)

The Constitution of the Republic of South Africa, 1996, section 152(1) (b) and (e) mandates local government to:

- provide democratic and accountable government for local communities;
- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment;
- encourage the involvement of communities and community organizations in the matters of local government.

Local Government: Municipal System Act, 2000 (no. 32 of 2000) in Chapter 4, detailed community involvement or participation in municipal matters.

Section 16(i) of the *Local Government: Municipal System Act, 2000 (no. 32 of 2000)*, provides that municipalities should develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose:

2.3.1. encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in

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- The preparation, implementation and review of its integrated development plan in terms of Chapter 5.
- The establishment, implementation and review of its performance management system in terms of Chapter 6
- The monitoring and review of its performance, including the outcomes and impact of such performance,
- The preparation of its budget, and
- Strategic decisions relating to the provision of municipal services in terms of Chapter 8.

Section 17 (1) of the *Local Government: Municipal System Act, 2000 (no. 32 of 2000)*, requires that municipalities develop mechanisms, processes and procedures for community participation. Participation by the local community in the affairs of the municipality must take place through

- political structures,
- Councilors.

In terms of section 17(2) of the *Local Government: Municipal System Act, 2000 (no. 32 of 2000)*, a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality, and must for this purpose provide for

- the receipt, processing and consideration of petitions and complaints lodged by members of the local community,
- notification and public comment procedures, when appropriate,
- public meetings and hearings by the municipal council and other political structures and political office bearers of the municipality, when appropriate,
- consultative sessions with locally recognized community organizations and, where appropriate, traditional authorities, and
- Report-back to the local community.

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In terms of the World Bank (1999:26) four strategic objectives of community participation are as follows:

- People should be able to participate in decisions that affect their communities.
- Communities should be able to build common visions, ensure everyone feels they belong, value diversity, deal with negative behavior and build links with other communities and organizations.
- Communities should be able to influence the delivery of local services and administer their own services when appropriate.

Participation by the people in the institutions and systems which govern their lives is a basic human right. In contemporary societies, people are considered the most important, factor in development and as such, their participation is a central focus (The World Bank; 1999: 26).
In addition, community participation is central to sustainable development (The World Bank, 1999:27).

In terms of Hulme, *et al* (1994: 43) community participation can be a learning process if the people participate in real terms. The author further indicates that participation does not mean that people should be brought into a project when the physical labor is required. There is no stage for people to begin to participate than right at the start of the project. People should not only do, but their right and ability to think, seek, discuss and make decisions should be acknowledged.

According to Rodgers (1977:23) community participation is an educational and empowering process in which people, in partnership with those able to assist them, identifies problems and needs and increasingly assume responsibility themselves to plan, manage, control and assess the collective actions that are proved necessary.
Unlike the previous system of local government which was basically unjust and only premised on upholding the standards of living of Whites at the expense of the development of Blacks, the present democratically elected government's municipal authorities are legally bound to involve civil society formations in the formulation of

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municipal budgets, planning and development priorities (Journal of Public Administration, Volume 35 no.1, 2000: 75).

The establishment of Integrated Development Plans (IDP) at a local government level is evident of government's commitment for community involvement.
The requirement to establish IDPs represents a fundamental departure from previous apartheid local authority governance and planning practices.

Apartheid local government, with its separate structures for Whites and Blacks, was characterized by a bureaucratically dominated, top-down decision-making process. Civil society participation in Black local government was totally absent.

The present government commitment to "justice, participatory democracy, poverty alleviation, the physical development of underprivileged zones of the city and racial redress" as well as opening "opportunities for integrated holistic planning" underpins the new system of local government (Parnell and Pieterse, 1999: 78-79).

2.4. LEGAL FRAMEWORK ON COMMUNITY INVOLVEMENT IN THE INTEGRATED DEVELOPMENT PLAN.

Central to the involvement by communities in local governance are provisions set out in Chapter 4 of the *Municipal Structures Act, 1998 (no.117 of 1998)* for the establishment of structures like ward committees through which organized communities can participate in municipal activities.
Municipal Systems Act, 2000 (no.32 of 2000) further requires municipalities to develop a culture of municipal governance that complements formal representative government by developing mechanisms, processes and procedures for community participation.

Apart from *Municipal Structures Act, 1998 (no.117 of 1998) and Municipal Systems Act, 2000 (no.32 of 2000)* there are other essential pieces of legislation, policy and

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methodological framework for Integrated Development Plans, which include *Constitution of the Republic of South Africa,1996,* White Paper on Local Government Gazette no.18739 of March 1998 *and Development Facilitation Act,1995(no.67 of 1995).*

2.4.1. Constitution of the Republic of South Africa, 1996.

In terms of Section 153 of the *Constitution of the Republic of South Africa, 1996*, a municipality should structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community; and participate in national and provincial development programs.

It is therefore imperative to note that Section 152 of the *Constitution of the Republic of South Africa, 1996* makes provision for community involvement in local government matters for accountability and people-driven service delivery.

2.4.2. The White Paper on Local Government, 1998

The White Paper on Local Government, Gazette no.18739 of 1998, outlined policy principles that Integrated Development Plan must follow; and developed broad guidelines; view Integrated Development Plan as a form of strategic, medium term planning, encouraging a multi-sectoral approach to development.

Accordingly, the Integrated Development Plans are intended to align scarce resources around agreed policy objectives and programs; ensure integration between sectors within local government; enable alignment between national; provincial and local government; and ensure transparent interaction between municipalities and residents; thereby making local government accountable(The White Paper on Local Government, Gazette no.18739 of 1998).

According to clause 1.3. Of the *White Paper on Local Government,* Gazette no.18739 *of 1998*, Municipal Councils play a central role in promoting local democracy. In addition

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to representing community interests within the council, municipal councilors should promote the involvement of citizens and community groups in the design and delivery of municipal programs.

In the past, local government has tended to make its presence felt in communities by controlling or regulating citizens' actions. While regulation remains an important municipal function, it must be supplemented with leadership, encouragement, practical support and resources for community action. Municipalities can do a lot to support individual and community initiative, and to direct community energies into projects and programs which benefit the area as a whole. The involvement of youth organization in this regard is particularly important.

Municipalities need to be aware of the divisions within local communities, and seek to promote the participation of marginalized and excluded groups in community processes. For example, there are many obstacles to the equal and effective participation of women, such as social values and norms, as well as practical issues such as the lack of transport, household responsibilities, personal safety, etc. Municipalities must adopt inclusive approaches to fostering community participation, including strategies aimed at removing obstacles to, and actively encouraging, the participation of marginalized groups in the local community.

At the same time, the participatory processes must not become an obstacle to development, and narrow interest groups must not be allowed to capture the development process. It is important for municipalities to find ways of structuring participation which enhance, rather than impede, the delivery process (White *Paper on Local Government, Gazette no.18739 of 1998).*

2.4.3. Local Government: Municipal System Act, 2000 (no.32 of 2000)

According to section 16 (1) of the *Local Government: Municipal System Act, 2000 (no.32 of 2000),* a municipality must develop a culture of municipal governance that

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complements formal representative government with a system of participatory governance, and must for this purpose:

- encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in –
- contribute to building the capacity of the local community to enable it to participate in the affairs of the municipality; and councilors and staff to foster community participation; and
- Use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b).

Section 17(2) of the Act provides that, a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality, and must for this purpose provide for---

- notification and public comment procedures, when appropriate:
- public meetings and hearings by the municipal council and other political structures and political office bearers of the municipality, when appropriate;
- consultative sessions with locally recognized community organizations and, where appropriate, traditional authorities; and
- report-back to the local community.

Sections 29 (1) and 28 (2) of the Act state that the municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for the local community to be consulted on its development needs and priorities and to participate in the drafting of the integrated development plan and consult the local community before adopting integrated development planning process.

Community involvement is also legitimized in section 42 of the Act, which says:
A municipality, through appropriate mechanisms, processes and procedures established in terms of Chapter 4, must involve the local community in the development, implementation and review of the municipality's performance management system and,

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in particular allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality.

Local Government: Municipal System Act,2000 (no. 32 of 2000), Section 28(1), provides for each municipal council to adopt a process set out in writing to guide the planning, drafting, adoption and review of its Integrated Development Plan.

Section 27(1) and (2) of the *Local Government: Municipal System Act,2000 (no.32 of 2000)* provides that each District Municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for Integrated Development Planning in the area as a whole.

Adopted framework for Integrated Development Plan must ensure proper consultation, co-ordination and alignment of the Integrated Development Planning process of the district municipality and various local municipalities(*Local Government: Municipal System Act,2000 (no.32 of 2000).*

2.4.4. Local Government: Municipal Structures Act,1998 (no. 117 of 1998)

Section 72 of the Local Government: Municipal Structures Act, 1998 (no. 117 of 1998) makes provision for the establishment of ward committees in metropolitan and local municipalities to enhance participatory democracy in local government.

In terms of section 74 of this Act (Municipal Structures Act (no.117 of 1998) a ward committee-

2.12.4.1. may make recommendations on any matter affecting its ward-
to the ward councilor; or through the ward councilor, to the metro or local council, the executive committee, the executive mayor or the relevant metropolitan sub council; and

2.12.4.2. has such duties and powers as the metro or local council may delegate

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to it in terms of section 32.

In section 81(1) of this Act, Traditional authorities that traditionally observe a system of customary law in the area of a municipality, may participate through their leaders, identified in terms of subsection (2), in the proceedings of the council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the council.

Section 74(a) of the *Local Government: Municipal Structures Act, 1998 (no.117 of 1998),* Section 74(a) provides that a ward committee may make recommendation on any matter, (IDP in particular) affecting the ward to the ward councilor or through that councilor to the council.

In addition, Section 72 of the *Local Government: Municipal Structures Act,1998 (no.117 of 1998)* provides for municipalities of a certain type with a ward participatory system in terms of section 9(b), (d) and (f) to have or establish ward committees.

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2.4.5. The Development Facilitation Act,1995 (no.67 of 1995)

Section 28 (1) (b) *of the Development Facilitation Act, 1995 (no.67 of 1995*) provide for Land development objectives at local government level to enable an assessment of local government's development intentions and performance.

Land Development Objectives are also important for guiding land development decisions in terms of development goals, policies and frameworks in a particular locality as well as the availability of resources. Providing a coordinating structure within local government ensures that communities affected by land development can actively participate in the planning process (IDP).

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2.4.6. Local Government Transition Second Amendment Act,1996 (no.97 of 1996)

Section 10c (2) of the Local Government Transition Act, 1996 (no.97 of 1996) compels local government to develop negotiated Integrated Development Plans for their respective areas in accordance with national regulations.

Integrated Development Plans will serve the requirements of both the *Development Facilitation Act, 1995 (no.67 of 1995*) and the *Local Government Transition Act, 1996 (no. 97 of 1996),* and will essentially provide the legal and strategic framework for government expenditure and human resource utilization. The two Acts created a new system for planning and delivery which enables local government and other role players to direct capital expenditure and human resources to those development issues they believe are most important.
Integrated Development Plans are the vehicle for local policy formulation, implementation and planning around local development issues.

2.5. PROCEDURES AND MECHANISMS FOR COMMUNITY INVOLVEMENT IN MUNICIPAL MATTERS.

Section 17(1) of the *Local Government: Municipal System Act, 2000 (no.32 of 2000)* mandates municipalities to establish the necessary processes, mechanisms and procedures that will enable members of the local communities to participate in the municipal affairs.

The Municipal System Act, 2000 (no.32 of 2000) section 17(2) further states that the municipality should ensure that the demands and needs of communities are taken into consideration by discharging their responsibilities as follows:

- continuous consultative sessions with members of community organizations and traditional leaders;
- taking into consideration petitions and complaints lodged by members of the communities; and

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- Giving people feedback on all matters that affects the local communities.

According to section 72 of the *Local Government: Municipal Structures Act, 1998 (no.117 of 1998)* the objective of a ward committee is to enhance participatory democracy in local government. Ward committees are established as a way of encouraging community participation in municipal matters.

In terms of *The 1998 White Paper on Local Government*, community involvement through public participation is a central and nodal theme and ward committees are regarded as the mechanism to participatory democracy and a link between the municipality and its community.

The council and the chairperson of the Integrated Development Plan Committee have to make sure that all relevant groups and all social strata are given the opportunity to be adequately represented. Integrated Development Plan committees such as IDP Representative Forum and their technical, project-related sub-committees or task teams may include representatives from ward committees and stakeholders associations or resource persons from civil society.

2.6. ROLE AND FUNCTIONS OF WARD COMMITTEES.

Section 73 of *the Local Government: Municipal Structures Act, 1998 (no.117 of 1998)* makes provision for the establishment of ward committees as a possible way of encouraging community participation in municipal matters.

In terms of the Act, the objective of a ward committee is to enhance participatory democracy in local government.
Ward committees are part of local governance and an important way of achieving the aims of local governance and democracy as stated in the *Constitution of Republic of South Africa, 1996.*

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Ward committees are made up of representatives of a particular ward and membership is drawn from various community structures, representing various interests within the ward.

Ward committees are chaired by ward councilors and are meant to be an institutionalized channel of communication and interaction between communities and municipalities.

Community members are given the opportunity to express their needs, their opinions on issues that affect their lives and to have them heard at the municipal level through the ward councilor.

Ward committees are the advisory bodies created within the sphere of civil society to assist the ward councilor in carrying out his or her mandate in the most democratic manner possible.

In terms of The 1998 White Paper on Local Government, community involvement through public participation is a central and nodal theme and ward committees are regarded as the mechanism to participatory democracy and a link between the municipality and its community.

Buckey (1993:85) further added that transformation in local government is aimed at reflecting the principles of democracy and participation by all as values of a new South African society.

Although there have been achievements in setting up ward committees in South Africa, municipalities still face major challenges in making ward committees effective. According to the Department of Provincial and Local Government (2005: 06) the challenges are as follows:

- Some members of ward committees do not have experience in participating in committee meetings and are not accustomed to committee procedures.
- Some ward committee members are working with budgets and financial statements for the first time.

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- As ward committees have only been set up since 1999, ward committee members had to learn their role, functions and responsibilities.
- Ward committee members fail to report back to their communities and structures.

2.6.1. OTHER FUNCTIONS OF WARD COMMITTEES.

Section 74(b) of *the Local Government: Municipal Structures Act, 1998 (no.117 of 1998)*, provides that a council may also delegate specific municipal duties and powers to a ward committee.

Apart from its primary communication function, a ward committee could be an important mobilizing agent for community action, and can play an important part in mobilizing partnerships for the development of local projects.

Ward committees have important powers that come from other legislation, such as, the Liquor Act 59 of 2003 which requires that the ward committee must be consulted before a liquor license is granted to premises in a particular neighborhood (Dplg, 2005:39).

Dplg (2005: 38) specifies the following roles and responsibilities of ward committees as part of community involvement for effective service delivery: A ward committee:

- Creates formal unbiased communication channels and co-operative partnerships between the municipality and the community within a ward.
- Ensures contact between the municipality and community through the use of, and payment for, services.
- Creates harmonious relationships between residents of a ward, the ward councilor, geographic community and the municipality.
- Facilitates public participation in the process of development, review and implementation management of the IDP of the municipality.
- Acts as advisory body on council policies and matters affecting communities in the ward.

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- Serves as officially recognized and specialized participatory structures in the municipality.
- Serves as a mobilizing agent for community action.
- May receive and record complaints from the community within the ward and provide feedback on council's responses.
- May make recommendations on any matter affecting the ward to the ward councilor or the local council, the executive committee and the mayor.
- May execute other functions as delegated by the municipality.
- Ward committee members participate in the stakeholder cluster forums.
- Ward committees are represented in the council's study groups by their chairpersons.

2.6.1.1. COMMUNICATION CHANNEL.

The primary function of a ward committee is to be a formal communication channel between the community and the council.

Section 74(a) of *the Local Government: Municipal Structures Act, 1998 (no.117 of 1998)* specifies that a ward committee may make recommendations on any matter affecting the ward to the ward councilor or through that councilor to the council.

A ward committee is the appropriate channel through which communities can lodge their complaints and it is obliged to forward such complaints to council in the most effective manner.

A Ward committee can also be a forum for communication between the ward councilor and the community about general municipal issues, development and service delivery options.

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2.6.1.2. MANAGING MUNICIPAL PERFORMANCE.

Section 38(a) of the *the Local Government: Municipal System Act, 2000 (no.32 of 2000)* requires municipalities to develop a Performance Management System (PMS).

The following are the SALGA guidelines in relation to measuring or identifying key performance areas of interest groups represented within a municipal ward:

2.6.1.2.1. Identification of key performance areas of a ward.

Key performance areas in a ward are those identified through the Integrated Development Planning (IDP) and implementation process.

2.6.1.2.2. Basic Services.

In most wards, key performance areas relate to the major services that must be delivered: Water, Electricity, Sanitation, Roads, Storm-water and drainage. Other social services that are important include health and safety and security.

Ward committees and residents have very important roles to play in the planning and delivery of municipal services, which include the following:

- Assisting the municipality to accurately decide on which services should be expanded and improved, particularly during the planning stages, and insisting that council consults citizens during the decisions-making process.
- Residents should work with Non-Governmental Organizations (NGO), Community-Based Organizations (CBOs) and political parties to develop proposals for council to consider.
- Communities can also request the municipality to appoint a committee of community representatives to monitor processes as well as to advise the municipality on priorities for service extension and improvement.

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- Communities or their representatives can also play some role in the evaluation of potential service providers, the involvement of communities in service provision and monitoring of the service providers (Department of Provincial and Local Government, 2005:59).

2.6.2. ADVANTAGES OF MUNICIPAL WARD COMMITTEES.

Rogers (1997:19) reflects the advantages in effecting ward committees in municipalities as follows:

- Ward committees ensure greater involvement of knowledgeable citizens and generate new ideas and increase innovation and creativity in developing and implementing public programs.
- They increase public access to the decision-making process.
- Through the use of ward committees, elected officials tend to be more responsive to the electorate and increase the number of alternatives that may be considered to improve deliberation.

According to Public Participation Policy Framework (2005:09) other advantages of Ward Committee include:

- Faster access to information.
- Instant clarification about programs.
- Awareness building.
- Fosters feeling of self management.
- Transparency in administration.
- Responsive administration.
- Proper harnessing of local resources.
- Involvement and quick decision making.
- Sense of ownership.
- Better planning ascertaining local needs and requirements.
- Social audit.

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- Accountability.
- Closer monitoring.

2.7. ROLE AND FUNCTIONS OF COMMUNITY-BASED ORGANIZATIONS (CBO) IN COMMUNITY INVOLVEMENT.

According to Idasa (2002:3) a variety of community interest groups can participate in the Integrated Development Plan and other municipality programs.

Community- Based Organizations are all interest groups such as churches, civic associations, Disabled organizations, Development forums, Sports councils, Taxi Associations, Youth Organizations, Political Parties, Tourism Associations, Media, Traditional Authorities and other organized community structures.

Community-Based Organizations lobby and advise the municipality on its programs and governance matters as they are also affected by effects of any decision by local government council.

Community-Based Organizations help in targeting resources more effectively and efficiently.
Involving Community-Based Organizations in decision-making lead to better, transparent, informed and democratic decisions being made which are more appropriate and more sustainable.

Community participation is a way of extending the democratic process and of redressing inequality caused by Apartheid. New opportunities for creative thinking and innovative planning and development are offered through the engagement of Community-Based Organizations (www.Unesco.org.htm).

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2.8. ROLE AND FUNCTIONS OF TRADITIONAL LEADERS IN COMMUNITY INVOLVEMENT.

Chapter 12 of the *Constitution of Republic of South Africa, 1996* recognizes traditional authorities and states that national legislation may provide for a role for traditional leadership as an institution at local level on matters affecting local communities.

According to section D (4.1.) of the White Paper on Local Government of 1998, the functions of traditional leadership include, among others:

- Convening meetings to consult with communities on needs and priorities and providing information.
- Acting as head of the traditional authority, and as such exercising limited legislative powers and certain executive and administrative powers.
- Consulting with traditional communities through imbizos/lekgotla.
- Assisting members of the community in their dealings with the state.
- Making recommendations on land allocation and the settling of land disputes.
- Lobbying government and other agencies for the development of their areas.
- Ensuring that the traditional community participate in decisions on development and contribute to development costs.
- Considering and making recommendations to authorities on trading licenses in their areas in accordance with law.
- Being the spokespersons generally of their communities.

It must also be noted and acknowledged that traditional leaders are now part of the Chiefs Forum chaired by the mayor in most rural municipalities.

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2.9. IMPORTANCE OF COMMUNITY INVOLVEMENT.

In an attempt to highlight the importance of community involvement for effective service delivery, the Education and Training Unit for Democracy and Development lists the following factors:

- Better understanding of the strategy and plans.
- Increased commitment and support for achieving the goals of the municipality.
- Better decisions in the planning process because of a wider range of relevant inputs.
- More relevant decisions because they are based on experience and local knowledge.
- More efficient and better implementation through increased understanding and commitment.
- More sustainable gains because of the increased commitment, skills and understanding development in the community.
- Better accountability by making information and decision making power available to a wide group of people (http://www.etu.org.za).

In detailing the critical importance of community involvement as a strategy to enhance integrated development planning efficiency for effective service delivery in municipalities, the following are noted by Local Government:

2.9.1. Using ward Councilors and Ward Committees in Community Involvement.

The Ward Councilor is the direct link between the local council and the public. It is his or her responsibility to make sure that people are consulted and kept informed about Council decisions, development and budget plans and any Council programs that will affect them.

Ward Committees can play an important role in creating a democratic culture of local participation and accountability.

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2.9.2. Assessing and Approving the Budget.

The Council is not supposed to approve the budget until there has been proper consultation with the Ward Committee and other stakeholders.
Ward Committees play an important role in the process and they should look carefully at all the parts of the budget that will affect the people in their area. All members of the community have the right to observe the Special Council meeting when the budget is debated and voted on.
Ward Committees have the right to ask questions about how well the cash flow is being planned, monitored and followed up by the treasurer and executive or Mayoral Committee.

2.9.3. Planning and Developing the Integrated Development Plan.

Ward Committees should work closely with the Councilor and other community organizations to identify priority needs and make sure these needs are included in the budget proposals and Integrated Development Plans.

2.9.4. Monitoring Council Activities on a regular basis.

Ward Committees should insist on regular reports and feedback on municipal projects and services, either at ward committee meetings or at public hearings. If necessary they should make constructive suggestions for improvement and if necessary organize the community to help get the job done.

2.9.5. Monitoring Annual Performance.

Council should prepare a report for the Ward Committee at least once a year that shows how it has performed in relation to their objectives and the budget. The report and Audited Financial Statements must be made available to the public.

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2.9.6. Direct Advice and Support.

Councilors are the most direct contact people have to government. Usually people will turn to a Councilor for direct advice and support.

2.9.7. Lobbying.

Communities can use their Councilors to lobby Committees, the Mayor and other spheres of government. Lobbying methods include making submissions to committees or Chairpersons of committees.

2.9.8. Public Meetings.

Attend public meetings called by councilor, Ward Committee or Council to make inputs on essential decisions on projects and programs for effective service delivery.

2.9.9. Public Hearings.

Identify which committees are making decisions about issues that concern community and attend public hearings of these committees. These meetings are open to the public.

2.9.10. Get publicity and grow support.

Hold public demonstrations and mobilize public support and build partnerships, alliances and networks amongst local organizations and civil groups (http://www.etu.org.za).

One of the main benefits of civil society involvement in local government is that it enhances the potential for local authorities to meet the expectations of the inhabitants of a municipal area. This, in turn, requires a great deal of interaction between local authorities and their communities to ensure that all stakeholders are at least informed about the

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expectations of the community and the ability of councils to delivery services (Bekker, 1996: 32).

2.10. INTEGRATED DEVELOPMENT PLAN (IDP).

An Integrated Development Plan (IDP) is a five-year strategic development plan for a municipality and serves as the principal strategic management instrument. It is legislated by the *Local Government: Municipal System Act (no.32 of 2000)* and supersedes all other plans that guide development at a local level.

The purpose of IDP is to foster more effective and appropriate service delivery by providing the framework for economic and social development within the municipality.

According to Goldman (2002:3) Integrated Development Plan is a process to make South African local governments more viable and more focused on development.

Integrated Development Planning (IDP) is one of the key tools used by the South Africa Government to tackle its new developmental role.

IDP: Local Pathway to Sustainable Development in South Africa (2002:09) asserts that 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. It therefore not only inform municipal management on key issues, but also guide the activities of other spheres of government, corporate service providers, NGOs and the private sector in a coherent plan to improve the quality of life of all people living in a municipal area.

The plan should be strategic and based on an informed and implementation orientated process. It has to reflect the priority needs of the municipality and its residents and ensure that available resources are used efficiently and effectively. It must also be specific enough to inform budgets, business plans and land use management decisions within the

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municipality. This process is facilitated through the application of specific methodological tools, designed to support the integrated development planning process (IDP: Local Pathway to Sustainable Development in South Africa, 2002:10).

Existing conditions, challenges and resources available for development should be taken into consideration in drawing up an IDP (ETU, 2006:http://www.etu.org.za).

IDPs are reviewed every year and necessary changes can be made by the Council. The IDP has a lifespan of five years linked directly to the term of office of an elected local Council.

The new elected Council has to decide on the future of the existing IDP adopted by the previous Council. The new Council may adopt the existing IDP or develop a new one taking into consideration existing plans and budget.

The Executive Committee of the municipality manages the IDP through delegating authority to the Municipal Manager and IDP Manager.

The final IDP document has to be approved by the Council.

IDP helps the local municipality to use resources effectively and focus on the most essential and pressing needs of the community and is an effective tool in speeding up service delivery through its identification of the least serviced and most impoverished areas where government funds can be utilized.

IDP promotes co-ordination between local, provincial and national government and also attracting additional funds to municipalities (IDP: Local Pathway to Sustainable Development in South Africa, 2002:10).

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2.10.1. IMPORTANCE OF INTEGRATED DEVELOPMENT PLAN.

According to IDP: Local Pathway to Sustainable Development in South Africa, (2002:11-12), the importance of IDP is as follows:

- Contributes toward eradicating the development legacy of the past.
- Operationalises the notion of developmental local government.
- Fosters a culture of co-operative governance.
- Effective use of scarce resources.
- Helps to speed up delivery.
- Helps to attract additional funds.
- Strengthens democracy.
- Helps to overcome the legacy of Apartheid.

2.10.1.1. Contributes toward eradicating the development legacy of the past.

By being the local strategic mechanism to restructure our cities, town and rural areas, integrated development planning ensures:

- A shared understanding of spatial and development opportunities are created.
- Specific pro-poor strategies are being pursued.
- An overview of planned public and private investment is provided.
- Mechanisms to promote social equality through participatory Processes of democratization, empowerment and social transformation are put in place.
- Instruments to address sustainability in its three facets: ecological, economic and social is created.

The integrated and participatory nature of IDP therefore allows poverty alleviation to be addressed in a multifaceted way within the limits of scarce resources.

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2.10.1.2. Operationalisation of the notion of developmental local government.

IDP ensures that local government transformation can take place by making sure that:

- Integrated and sustainable projects and programs are formulated.
- the foundation for community building is laid.
- a strategic framework that facilitates improved municipal governance is in place.
- a conduit for attracting investment is provided for by elaborating on clear and agreed upon medium term financial and capital investments.
- more effective and efficient resource allocation and utilization takes place and
- political accountability and municipal performance can be monitored and evaluated against documented decisions.

2.10.1.3. Fostering a culture of co-operative governance.

IDP is a mechanism for alignment and co-ordination between different spheres of government and sectors of development because it:

- Serves as a basis for communication and interaction between spheres and sectors.
- Accountability and partnership by debating concrete issues, planning and resource allocation decisions.
- Harnesses all public resources of the three spheres of government, behind common goals within a framework of municipal support and
- Promotes integration of sectorally divided departments at local level.

Co-operative governance is encouraged so that effective service delivery to the most needy can be expedited.

The White Paper on Local Government, 1998 (March 1998) contextualized integrated development planning as a tool for developmental local government with the intention of enabling municipalities to:

- Help to align scarce resources behind agreed policy objectives and programs.

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- Make sure that actions are prioritized around urgent needs.
- Ensure the necessary integration with other spheres of government, serving as a tool for communication and interaction with them, and
- Serve as a basis for engagement between local government and communities or residents.

Khanya (2002:18) recognized three common motivations for undertaking participatory planning as follows: to make plans more relevant to local needs and conditions, to increase community involvement in the provision of public services and to increase peoples' control over their own lives and livelihoods.
IDP for Local Government (ETU, 2006:htt://www.etu.org.za) identifies the following importance of IDP to municipality.

2.10.1.4. Effective use of scarce resources.

The IDP helps the local municipality focus on the most important needs of local communities taking into account the resources available at local level.

The local municipality must find the most cost-effective ways of providing services and money spent on the causes of problems in local areas.

2.10.1.5. Helping to speed up delivery.

The IDP identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation is made easier because the relevant stakeholders have been part of the process.

The IDP provides deadlock-breaking mechanisms to ensure that projects and programs are efficiently implemented. The IDP helps to develop realistic project proposals based on the availability of resources.

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2.10.1.6. Helps to attract additional funds.

Government departments and private investors are willing to invest where municipalities have clear development plans.

2.10.1.7. Strengthens democracy.

Through the active participation of all the important stakeholders, decisions are made in a democratic and transparent manner.

2.10.1.8. Helps to overcome the legacy of Apartheid.

Municipal resources are used to integrate rural and urban areas and to extend services to the poor (ETU, 2006:htt://www.etu.org.za).

2.11. INTEGRATED DEVELOPMENT PLANNING PROCESS.

In terms of the new IDP Guide 3 Pack of the Department of Provincial and Local Government (2008:15) Integrated Development Plan has five phases. They are as follows: Analysis, Strategies, Projects, Integration and Approval.

2.11.1. PHASE 1: ANALYSIS.

2.11.1.1. Purpose.

The purpose of Analysis (Phase 1) is to ensure that decisions will be based on:

- People's priority needs and problems.
- knowledge on available and accessible resources (existing situation)
- Proper information and on a profound understanding of the dynamics influencing the development in a municipality.

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2.11.1.2. Processes.

The processes being applied in IDP analysis are data-based analysis of service standards or gaps (including sector-specific data), participatory problem analysis or issues prioritization (cross-sectoral), in-depth analysis related to identified priority issues (dynamics, causal factors, resources, etc.)

2.11.1.3. Output.

The following are outputs of analysis phase:

- Assessment of the existing level of development.
- Priority issues or problem statements.
- Understanding of nature or dynamics or causes of these issues.
- Knowledge on available resources and potentials (including a tentative overall financial frame).

2.11.2. PHASE 2: STRATEGIES.

2.11.2.1. Purpose.

The purpose of strategies (Phase 2) is to ensure that there will be a broad inter-sectoral debate on the most appropriate ways and means of tackling priority issues, under consideration of policy guidelines and principles, available resources, interlink ages, competing requirements and an agreed vision.

The strategy debate shall help avoid the usual short cut from identified needs to sectoral projects. It shall help find more appropriate, innovative and cost-effective solutions under due consideration of various options. It is the phase of making choices.

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2.11.2.2. Processes.

The applied processes are inter-sectoral workshop process as a forum for open discussions on ways and means of dealing with the priority issues or problems and workshops (as a rule) at district-level with all that affect local municipalities and representatives from relevant provincial and national agencies and corporate service providers in order to ensure well informed and well facilitated strategic debates and that cross-boundary issues and inter-government or sector alignment issues are taken care of.

2.11.2.3. Outputs.

The outputs of strategies phase are:

- vision (for the municipality)
- objectives (for each priority issue)
- strategic options and choice of strategy (for each issue)
- tentative financial framework for projects
- Identification of projects.

2.11.3. PHASE 3: PROJECTS.

2.11.3.1. Purpose.

The purpose of phase 3, (Projects) is to ensure a smooth planning or delivery link by providing an opportunity for a detailed and concrete project planning process done by project task teams of professionals and relevant stakeholders who provide proposals with tentative target figures, technical standards, locations, time horizons and cost estimates. This phase gives the sector specialists their appropriate role in the planning process, thereby contributing to a smooth planning-implementation link.

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2.11.3.2. Process.

Project Task Team which include, the officers from the agencies in charge of implementation (department, corporate sector agencies) and other domain specialists are charged with the task of working out project proposals in consultation with specialists from provincial or national agencies and from the communities or stakeholders affected by the project.

2.11.3.3. Outputs.

The following are the outputs of this phase:

- Indicators (quantities and qualities) for objectives.
- Project outputs with targets and location.
- Major activities and timing.
- responsible agencies
- Costs and budget estimates and sources of finance.
-

The degree of specification and exactness of the outcomes vary, as some projects may need in-depth feasibility studies which may not be manageable within the IDP planning period. At least tentative estimates based on preliminary decisions on the project design (pre-feasibility level) shall be provided.

While the focus of the IDP planning process is on priority issues, there are also a number of departmental routine projects (e.g. maintenance) which are found to be necessary though not regarded as a priority. These have to be planned during phase 3 and be reviewed in relation to the financial requirements for priority issues and related projects or programs.

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2.11.4. PHASE 4: INTEGRATION.

2.11.4.1. Purpose.

The purpose of this phase is to ensure that the results of project planning are checked for their compliance with vision, objectives, strategies and resources and those they will be harmonized. The harmonization process will result in a consolidated spatial, financial and institutional framework as a sound basis for smooth implementation.

2.11.4.2. Processes.

The processes are as follows:

- Presentation of project proposals to the IDP Representative Forum and discussion.
- match, alignment (within municipality)
- Revision by Project Task Team.
- Compilation of revised proposals.

2.11.4.3. Outputs.

This phase has the following outputs.

- Revised project proposals (for priority and other projects).
- 5-year financial plan (all sources of finance).
- 5-year capital investment programme (all sources of finance).
- 5-year municipal action plan (for municipal management)
- Integrated spatial development framework.
- Integrated programs for LED, environmental issues, poverty alleviation, gender equity and HIV/AIDS.
- Institutional plan for implementation management system.
- Consolidated monitoring and performance system.
- references to sector plans and
- Disaster Management Plan.

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2.11.5. PHASE 5: APPROVAL.

2.11.5.1. Purpose.

The purpose of this Phase is to ensure that, before being adopted by the Municipal Council, all relevant stakeholders and interested parties, including other spheres of government have been given a chance to comment on the draft plan, thus giving the approved plan a sound basis of legitimacy, support and relevance.

2.11.5.2. Processes.

The processes of this Phase are:

- Discussion of Draft IDP in the Municipal Council.
- Providing opportunity for public comments.
- Amendments in line with comments.
- Approval by Municipal Council.
- District-level alignment: (Horizontal Coordination).
- Provincial and national level alignment i.e. legal compliance check, sector alignment, feasibility check and professional feedback.
- Amendments and/ or response by local councils and
- Final adoption by Council.

2.11.5.3. Output.

An amended and adopted Integrated Development Plan.

Final Outcome.

The final outcome of all phases and processes which include community involvement is an IDP document which has the support of the Municipal administration, the municipal residents, the district Council and all relevant agencies in charge of implementation of

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programs and projects within the municipal area of jurisdiction and which is approved by the Municipal Council.

2.12. COMMUNITY INVOLVEMENT IN INTEGRATED DEVELOPMENT PLANNING PROCESS IN MUTALE.

Mutale Municipality was identified as one of the Project Consolidate municipalities in Limpopo Province in 2004 by the Ministry of Provincial and Local Government with an aim of assisting those municipalities which were not financially viable to improve service delivery within their area of jurisdiction. The detailed capacity assessment conducted on Mutale Municipality indicated that the municipality has high debt level, limited revenue base, non- financial viability, strategic and structural misalignment and inadequate systems, policies and procedures (Mutale Municipality IDP Review, 2006/07: 26-27).

According to Annual Report of Department of Local Government and Housing in Project Consolidate municipalities (2006:15) Mutale Municipality failed to perform on the required standards in terms of implementing key policies and strategies, hence there were lack of co-ordination and evaluation of all projects in IDP, no implementation of plan for LED projects, poor linkages of local economic strategy with the National and Provincial policies and the municipality had no public participation policy.

Thus implied that in Mutale municipality, there was no effective community involvement in municipal matters, including IDP as there was no policy in place guiding public participation.

According to Khanya (2002:28) participation in the Integrated Development Plan should allow stakeholders and community representatives to:

- Discuss and comment on the draft Integrated Development Plan;
- Participate in the designing of project proposals and/or evaluation thereof;
- Analyze issues, determine priorities, negotiate and reach consensus;

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- Ensure the annual business plans and budgets are based on and linked to the Integrated Development Plan as well as monitoring implementation performance of the Integrated Development Plan;
- Inform interest groups, communities and organization about relevant Planning activities and their outcomes.

Coetzee (2002: 18) remarked that the Integrated Development Planning process presents a fundamental shift from a technically based planning approach to a participatory planning process. Representative participation is an essential element of a democratic planning process. The development priorities for the area need to be set with the full participation of all the stakeholders in the area. The Integrated Development Planning process provides the opportunity for disadvantaged and marginalized groups to make their voices heard. Municipalities must make every effort to ensure that previously disempowered and/or marginalized sections of community-such as women, disabled people; and long-time unemployed people; young and elderly people are fully involved.

Goldman (2002:3) asserts that participatory planning is required as part of the Integrated Development Planning process and municipalities are required to review annually the needs of the community, the processes for involving the community and to develop mechanisms to consult the community.

The MEC's comments in Mutale Municipality IDP indicated that there was undefined projects and monetary value, list of needs instead of priorities, inadequate Spatial Development Framework, non-adherence to time-frames, strategies not clearly related, no indication of projected revenue, unclear Financial Plan and omission of some Sector Plans (DLGH MEC IDP Assessment Report, 2006/07:1).

In terms of Mutale Municipality IDP Review (2010/2011: 80) Community involvement in Integrated Development Planning processes in Mutale Municipality has been characterized by lack of proper consultation with community structures, lack of proper co-ordination of public participation process, ineffective Ward Committees, no public

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participation policy in place and lack of feed-back to the community. In acknowledging its failure in proper co-ordination of community involvement, Mutale municipality vowed to develop public participation framework, train ward committee members to know their roles and implement communication strategy fully for active community involvement in the activities of the municipality.

According to DLGH Draft IDP Assessment Report (2010/2011: 74-75), Mutale municipality was assessed as medium ranked municipality along with eleven other municipalities, while 15 municipalities ranked high and three low in Limpopo province. There is poor understanding and limited interest of municipal and sector departmental senior management on IDP processes as departments fail to attend and fully involve themselves in the process.

2.13. CHALLENGES FACING INTEGRATED DEVELOPMENT PLAN PROCESSES.

According to Khanya (2002:28) community involvement in planning processes experiences challenges of limited capacities suitable for ensuring active community participation in the overall planning processes.

Furthermore, there is passive resistance to community involvement in IDP processes as municipal officials still want the retention of control, whereby opening up scope for community participation is seen as surrendering of control (Urban Sector Network, 2001:12).

According to Maxatshwa (2010:07) the following are the challenges facing community involvement in local Government Affairs towards improved IDP and service delivery:

- Capacity building of role players participating on the IDP Representative Forums so that they can effectively engage with the planning and implementation process.
- Capacity building for councilors to become agents of change in their communities, better communicators, and more effective representatives.

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- Capacity building of Ward Committee members so that they are able to serve as local development champions and are able to effectively interact with and promote the broader community.
- Capacity building of the sector departments so that they can understand how to utilize these structures to the benefit of their communities.
- Strengthening ward committees so that they can more effectively interact with the IDP as a municipal wide plan.

According to Bunk (2002: 116) opportunities presented by inclusive participation and decision making in planning processes such as institutional prerequisites, use of structures and practical benefits for the community and local government are not used to their full potential and some opportunities are misused.

Hindson and Swilling (1994:12) state that development introduces scarce resources into resource starved communities and focuses the power struggle in these communities as individuals or organizations controlling resources command political allegiance.

These results in factors such as misunderstanding, mistrust, intolerance and conflict and thereafter the poor people are raising their frustrations through mass protests to indicate their dissatisfaction with service delivery (Madonsela, 2010:7).

Numerous new studies show that progress in meeting the demands of participatory processes in the compilation of IDPs is proving extremely difficult. The reasons for this include a lack of previous participation in municipal governance, a lack of resources at local level and sometimes problematic relations between elected councilors and informal participatory structures in the communities (Journal of Public Administration, Volume 35 number 1, March 2000:75).

Some of the community members can act as obstacles themselves in the development planning process. Self centered community leaders who look to pursue their own interests by keeping crucial information to them due to corruption, inefficiency and political motives also lead to disintegration of planning and decision making (Burkey, 1993: 26).

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The legislative framework makes it law for communities to be involved in the affairs of the local municipality. Therefore the National Policy Framework on Public Participation should be institutionalized within the local municipality. However, very little is said about the commitment and availability of financial resources to ensure effective and efficient public participation. Most local municipalities pointed out that effective public participation costs money and time-resources they are short of.

IDP and Budget Consultative meetings are merely a farce due to fulfill the mandated obligations from the part of the local municipality. Presentations are technical and at times they are not even delivered in the local language that most people are comfortable with, in so doing, the space of community involvement is closed.

Few resources are committed to public participation in most municipalities that have established a public participation or IDP unit; it is often the most poorly resourced section within the municipality (www.afesis.org.za).

Hindrances to public participation such as the literacy level of Ward Councilors a lack of understanding regarding the Ward Committee System, and how public participation forums, like the IDP and Budget, are run by the municipality.

Community involvement only favors a certain group within the community, particularly men. There is a considerable effort in South Africa today to define the space for community involvement of the marginalized groups in local government processes, but in rural areas this remains a huge challenge.

People have bad experience in community involvement in local government processes. They have been promised service delivery through their participation in IDP and budget processes, but have seen no delivery and as a result they have lost confidence in their municipalities. In most cases, this is a function of poor feedback to the communities. The list of needs is endless and the municipality with its limited budget can only do so much, this is an issue that needs to be properly communicated to community members.

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Lack of experience and confidence limit the ability of communities to monitor the performance of their municipalities and to hold them to account. It is due to this that we have witnessed many service delivery protests in South Africa in the recent past (www.afesis.org.za).

The challenge in IDP public participation or community involvement is the minimal participation by Traditional Leaders and other critical stakeholders in the planning activities of IDP process. Road Agency Limpopo and Eskom are some examples of critical stakeholders which do not attend or have minimal participation in the IDP processes (Vhembe District Municipality IDP, 2009/10:25).

According to Mathekga in www. Idasa.org.za. (2006:4) the challenge lies in the new structures' ability to absorb and incorporate broader communities into its ranks. The legislative framework attempts to ensure this, as it explicitly states. In many cases, communities have been left on the sidelines of the local government system, instead of playing an active role. The implementation of the institutional apparatuses did not prove to be as inclusive as originally envisioned.

2.14. IDP TURNAROUND STRATEGY.

Local Government is a key part of the reconstruction and development effort in South Africa. The aims of democratizing our society and growing South African economy inclusively can only be realized through a responsive, accountable, effective and efficient municipal system that is part of a developmental state.
Since the inception of local government system, there are worrying trends and signs that are undermining the progress and successes achieved thus far. The country faces a great development risk if municipalities fail.
Cooperative Governance and Traditional Affairs Department commissioned an evaluation of local government which culminated in the State of Local Government in South Africa report. The report details a plethora of challenges that currently bedevil the sphere of government which is closest to communities. Such

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challenges which include poor performances and dysfunctional hamper the functioning of local government and its ability to deliver services.

Following the assessment of municipalities, a turn-around strategy was introduced. However, the strategy avoids a "one size fits all approach" meaning each municipality has to develop its own turn-around strategy through IDP which is commensurate with local conditions and challenges (State of Local Government Report, 2009: 3).

The strategy which is part of IDP is aimed at creating a municipal-wide programme, mobilizing all of municipality's resources and society to embark upon a concentrated effort to deal with the factors undermining municipality and to restore good performance in the municipality (State of Local Government Report, 2009: 3).

According to The Department of Cooperative Governance and Traditional Affairs (2010: 4) Local Government Turn-Around Strategy has the following objectives:

- Restore the confidence of the majority of people in municipalities, as the primary delivery machine of the developmental state at a local level and make municipalities the pride of all people.
- Re-build and improve the basic requirements for a functional, accountable, responsive, effective, efficient developmental local government.
- Implement a differentiated approach to municipal financing, planning and support.
- Improving access to basic services.
- Implementation of the community work programme.
- Actions supportive of the human settlement outcome.
- Deepen democracy through a refined Ward Committee Model.
- Administrative and financial capability, and
- Single window of coordination.

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2.14.1. KEY INTERVENTION AREAS OF IDP TURN-AROUND STRATEGY.

While the Turn-Around Strategy aims at counteracting those forces that are undermining municipal system, its key intervention areas include the following:

- Accelerate the implementation of Municipal Infrastructure Grant (MIG).
- Design a much focused intervention that is limited to producing IDP's that are simplified, to focus on planning for the delivery of a set of ten critical municipal services.
- The IDP should also be supported by a simple revenue plan that will better manage costs and enhance the management of revenue.
- Ensure that the critical posts of municipal manager, Town Planner, Chief Finance Officer and Engineer/ Technical Services are audited and filled by competent and suitably qualified individuals.
- Ensure that the performance contract of the municipal manager should be concise and crisp.
- Improve the quantity and quality of municipal basic services.
- Broaden participation of the various sectors and propose new responsibilities and institutional arrangements for ward committees.
- Ensure greater transparency and fight corruption in local government.
- Improve performance and professionalism.
- Strengthen partnership between communities, civil society and the municipality(Department of Cooperative Governance and Traditional Affairs (2010: 16).

In terms of Local government Turnaround Strategy (2009:18) IDP Turn-Around Strategy focuses on:

- Better planning and oversight over local service delivery i.e. strengthen collective municipal plans.
- Key issues and objectives.
- IDP reviewed cluster issues, objectives and strategies indicators and targets.

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- Five-year financial plan which sets out the overall strategic framework for financial management, including key financial policies and strategies.
- Spatial development framework which highlights key elements of the municipality.
- Operational framework and strategies which sets out the institutional arrangements developed by the municipality to operationalize the delivery of its mandates in terms of the constitution and municipal legislation.

Accordingly, other important documents which should be reviewed critically in Turn-Around Strategy are:

- IDP external Representative Forum.
- Municipality Development Strategy.
- Spatial Development Framework and
- Institutional Scorecard(Local government Turnaround Strategy(2009:17)

2.15. LIMITATIONS ON COMMUNITY INVOLVEMENT.

While community participation or involvement, particularly Ward committees in municipalities, is legislated in this country, there are also legalized limitations to this regard.

Interference with municipal council's right to govern and in exercising executive and legislative authority of municipality is prohibited.

The Municipal Council, which has the political legitimacy, has the sole legal mandate to govern.

Idasa (2002:2) alerts that participatory democracy complements the politically legitimate and legally responsible structures and a community participatory structure like ward committees, may add to the formal structures of government, but may not replace them.

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More importantly, a ward committee cannot prescribe to the ward councilor how to vote in council meetings. While it may well call on the ward councilor to resign and pass motions of no confidence in him or her, it may not impede or prevent of the activities of the councilor in the ward (Dplg, 2005:37).

2.16. CONCLUSION.

All municipalities in the country are required by legislation to engage their citizens in the Integrated Development Planning process through community involvement programs.

Community involvement in local government activities is essential for long-term democratic stability. Public participation promotes legitimacy and public support for the policies and programs of municipalities, and thereby ensures democratic stability. The Department of Constitutional Development points out that civil society participation in the IDP process would ensure the fullest support of residents and stakeholders, mobilize community and private sector resources to make the most of growth and development strategies, and provide a foundation for future development initiatives (DCD, 1997: paragraph 3.7)

Civil society participation in local government contributes to the creation of community solidarity, because citizens feel involved in matters relevant to their welfare (Reddy, 1996:6).
Such a process also "generates a civic pride when citizens eventually see their inputs have been implemented" (Hilliard, 1999:47)

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CHAPTER 3

RESEARCH METHODOLOGY.

3.1. INTRODUCTION.

The chapter focuses on the selected procedures and methods, and data sources discussed and the research methods used in the study include the following: nature of the study, research design, population and location of the study, sampling procedures, data collection and instruments, data analysis and summary.

3.2. NATURE OF THE STUDY.

The study is qualitative in nature. According to Rubin and Babbie (1993: 90) qualitative data can be defined as data which is symbolized by numerical symbols.

De Vos (1997:15) indicates that the nature of the data to be collected and the problem in the research direct the research methodology a study has to follow.

The qualitative study was used in order to examine the challenges faced by communities in service delivery, particularly the provision of free basic services such as water, sanitation, waste removal, roads, housing and electricity by Mutale municipality.

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3.3. RESEARCH DESIGN.

According to Punch (1998:66) research design includes the plan, structure and strategy of the research, while Grinell (1997:448) defines research design as a plan or procedure for collecting data to investigate a research question.

Neuman (1997: 305) states that field research is conducted on a small group of people for a period of time. Creswell (1998:205) defines design in a qualitative context as the entire process of research from conceptualizing a problem to writing the narrative.

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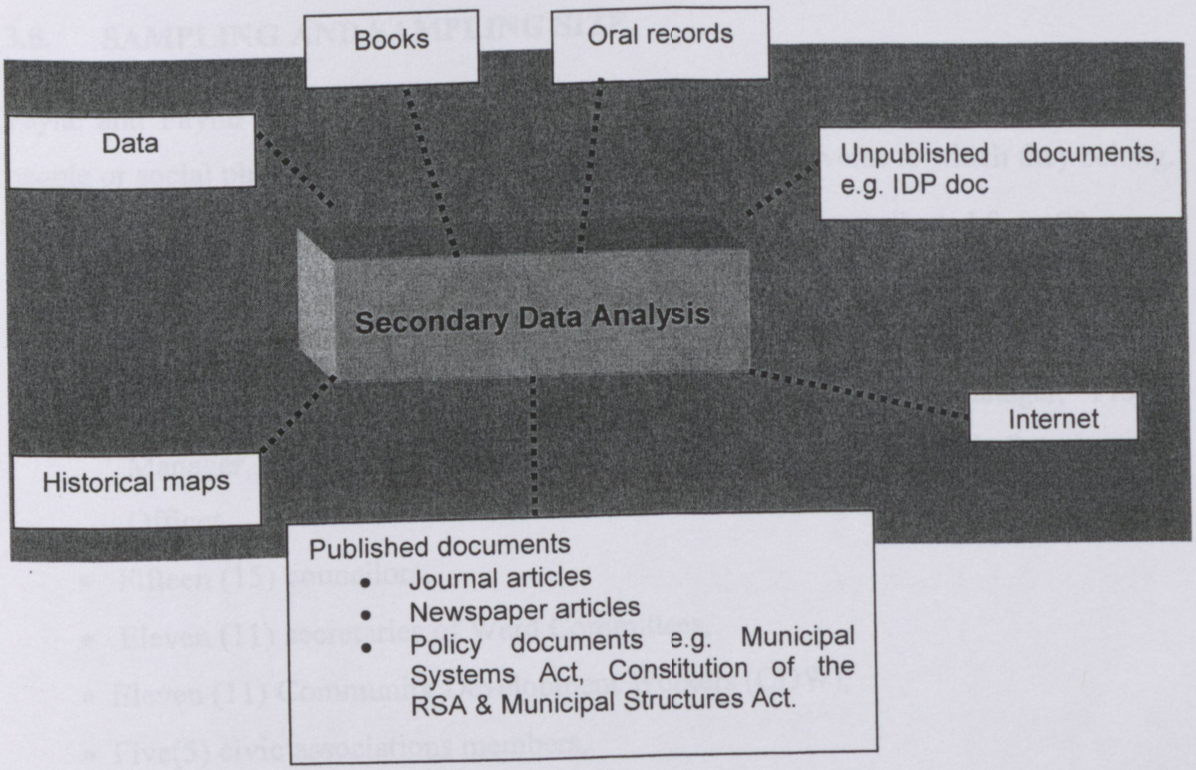
De Vos (2002: 306) indicates that a descriptive design presents a picture of specific details. The researcher will also use a field study in order to get more information from the community members.



The above descriptive design presents a picture of specific details in terms of data analysis. The researcher used a field study to control the environment in natural settings.

3.4. POPULATION AND LOCATION

According to De Vos (2002: 98) population is defined as individuals who possess specific characteristics and set boundaries on the unit.

Mouton (1998:43) refers to population as a sampling frame, totality of person's events, organization units with which the research problem is concerned.

The population of this study consisted of employees and Ward councilors from Mutale municipality, secretaries of ward committees, Community Development Workers (CDW), civic associations, business people and IDP Forum members representing Territorial Councils.

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These people were chosen because they are responsible for community involvement and service delivery at Mutale community.

3.5. SAMPLING AND SAMPLING SIZE.

Payne and Payne (2004:200) define sampling as the process of selecting a sub-set of people or social phenomenon to be studied from the larger universe to which they belong.

To get a holistic view, a sample was drawn and information was collected from 70 ranges of stakeholders that include:

- Ten (10) staff members as follows: Municipal Manager, Technical Services Manager, Chief Financial Officer, Corporate Services Manager, Project Manager, IDP Officer, Public Participation Practitioner and Public Relation Officer.
- Fifteen (15) councilors,
- Eleven (11) secretaries of Ward Committees,
- Eleven (11) Community Development Workers (CDW),
- Five(5) civic associations members,
- Four (4) business people and
- Fourteen (14) IDP Forum members representing Territorial councils.

3.6. SAMPLING METHOD.

Grinnell (1994:128) says a sampling plan is a method for including the selected members of a population to be included in a research study, using procedures which will make it possible to draw inferences about the population from the sample.

Purposive sampling was used. Through this study the researcher obtained data from a sample of specific individuals with knowledge of community involvement and participation in municipal affairs, particularly Integrated Development Planning.

Not all community members of Mutale municipality were given questionnaires, but only selected interest groups had taken part in the study. A sample comprised of Mutale

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municipality staff, Councilors, secretaries of Ward Committees, Community Development Workers (CDW), civic associations, business people and IDP Forum members representing Territorial councils.

3.6.1. PURPOSIVE SAMPLING.

Cooper and Schindler (2003: 201) state that there are two types of purposive sampling, being judgment sampling and quota sampling. Judgment sampling is applied when a researcher select samples that conform to a certain criteria while quota sampling is used to improve representativeness.

Purposive sampling is based on the logic that certain characteristics represent the dimensions of the population.

According to Saunders *et al* (1997: 143) quota sampling is normally used in instances where there is a large population. Notably, Mutale municipality has large population who are affected by service delivery through implementation of Integrated Development Planning.

In this study, only 70 Mutale municipality stakeholders who have experience and knowledge of community involvement in municipal affairs were selected from the larger population to take part in the research.

3.7. DATA COLLECTION METHODS.

According of Holloway (1997: 45) data collection involves the gathering of information for a research project through a variety of data sources, while Schnetler (1988: 14) adds that various structured data collection instruments are available to researchers and include the following:

- Individual interviews (Open ended interviews).
- Group completion of questionnaires.

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3.7.1. Instrument.

Only questionnaire as an instrument was used to collect data for the study.

Worth mentioning is the fact that questionnaires have proven to be reliable, innovative and internationally recognized data collection as they provided the researcher with the opportunity to delve deeply into knowledge, ideas, attitude and opinions of the respondent.

De Vos (2001: 152) defines a questionnaire as a set of questions on a form, which is completed by the respondent in respect of a research project, while Behr (1998: 72) contends that questionnaire is the technique and method to something written.

3.7.1.1. QUESTIONNAIRES.

The researcher used designed questionnaires because, the researcher wanted to get enough and sensitive information from the respondents. The main aim was to come up with the strategies which will help to solve the challenges which community face.

3.8. METHOD OF DATA ANALYSIS

According to Kerlinger in De Vos (2002:306) data analysis means categorizing, ordering, manipulating and summarizing data obtained in order to answer the research questions, while Hall and Hall (1996: 129) states that data analysis marks a stage in the project work where you begin to draw back from the field and concentrate on making sense of what has been discovered.

Data analysis was conducted using qualitative method.

The collected data was analyzed using Statistical Package for Social Sciences (SPSS). According to Allan and Skinner (1991: 245) the SPSS is a widely used package and is very useful for the routine management and analysis of survey data.

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Tables of frequencies and percentages were used to present the findings. In some cases the mean and average were calculated.

According to Tuckman (1978:205) there are no specific rules on how to obtain an adequate sample although a sample of 10% to 20% of the population is often used. It was therefore for this reasoning that fifteen (15)Councilors, eleven (11) Community Development Workers (CDW), eleven (11) secretaries of ward committees, fourteen (14) IDP Forum members representing Traditional Leaders, five (5) civic associations, four(4) business people and ten (10)staff members of Mutale municipality were selected.

3.9. FRAMEWORK FOR ANALYSIS.

According to Grinnell (1988: 32) analytical framework is a framework that will guide the whole study. This will develop from theories, research process and the author's personal exposure and values.

The results were written up, focusing on each theme identified and its relation to the phenomenon under investigation.

The findings were checked against literature to ensure trustworthiness.

3.10. ETHICAL CONSIDERATION.

The researcher carried out this study as an independent researcher. Permission to conduct the study was applied from the management of Mutale Municipality.

Before embarking on the interviews, the researcher obtained informed consent from the respondents and therefore briefed each of them about the study. Respondents were assured that their responses would be kept confidential.

Neuman (1994:264) defines informed consent as not doing harm or inflicting physical or psychological injury on respondents. The research results were not negatively influenced, as participants were well informed about the study.

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Confidentiality and anonymity were guaranteed in an effort to uphold research principles and to maintain respondents' rights and values.

Information which was disclosed by respondents was treated confidentially and professionally and a commitment was made not to reveal respondents' identities.

Krefting (1991: 342) defines confidentiality as the ability of the researcher to keep disclosed information from others and anonymity as the ability of the researcher not to disclose the name of respondents.

Respondents were allowed to withdraw from the study if they so wished.

Objectivity and integrity was ensured by adhering to:

- Reporting fully on the findings in Chapter 4 and 5 of this study.
- Ensuring the just and accurate presentation of data in Chapter 4.
- Participants were at all times fully informed about the research process and purposes.
- Acknowledging any shortcomings in the study by reporting on this aspect in the final Chapter.

Participants were not be exposed to any acts of deception or betrayal in the research process or its published outcomes.

Neuman (1994: 164) explain that the researcher has an obligation to being ethical even when the research subjects are unaware of, or unconcerned about ethics.

All participants' identities will be protected and guaranteed that any information revealed, either personal or professional will be regarded as absolutely confidential

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3.11. CONCLUSION.

The chapter is about the research methodology used in this study. It is about how the study was conducted. It includes the following: the nature of the study, research design, data collection methods and instruments, sampling procedures and population, location of the study, data analysis and framework of analysis.

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CHAPTER 4.

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION.

4.1. INTRODUCTION.

This Chapter contains the presentation, analysis and interpretations of the results obtained from data collected through seventy (70) questionnaires during a research conducted within Mutale Municipality.

4.2. PRESENTATION OF DATA, ANALYSIS AND INTERPRETATION.

4.2.1. GENDER.

Table 4.1. Below presents the percentage of the respondents per gender.

Table 4.1. GENDER.

		Frequency	Percent
Valid	Male	40	57.1
	Female	30	42.9
	Total	70	100.0

From the results above, on gender distribution, the majority of respondents were males, who constituted 57.1% of the respondents in this research, while females were in the minority, with 42.9% respondents.

The results confirm the long held perception that females, especially in rural areas, regard themselves as inferior to males.

This also suggests that many structures in Mutale municipality are dominated by men in leadership positions, which further means that high percentage of government projects and programs focus on men's prioritized needs and less focus on women's programs.

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4.2.2. AGE.

Table 4.2. Presents the results on age distribution of respondents.

Table 4.2. AGE.

		Frequency	Percent
Valid	20-30 years	9	12.9
	31-40 years	22	31.4
	41-50 years	29	41.4
	51-60 years	10	14.3
	Total	70	100.0

The results above indicate that 41.4% of the respondents in this study were middle men and women between the ages of 41-50 years as they dominate other respondents' age categories.

The age group 31-40 years constitutes 31.4% of the entire respondents and 51-60 years constitute 14.3% whereas youth between the ages of 20-30 years represent 12.9% which was the lowest respondents in this research.

Representation of young people between the ages of 20-30 years was minimal compared to that of other age groups.

The majority of participants in Integrated Development Planning process and Ward Committees in Mutale Municipality were adults.

The findings suggested that youth are reluctant in involving themselves and taking part in municipal affairs and programs at Mutale.

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4.2.3. MARITAL STATUS.

Table 4.3. Presents the results showing the distribution of respondents in terms of marital status.

Table 4.3. MARITAL STATUS.

		Frequency	Percent
Valid	Married	44	62.9
	Unmarried	23	32.9
	Widow	3	4.3
	Total	70	100.0

The results show that the majority of respondents were married men and women, who constitute 62.9% while unmarried represents 32.9%, and widow with only 4.3%.

The findings in this research suggest that married people are the main participants in Mutale Municipality's affairs and programs which include Integrated Development Planning process and Ward Committees.

The results further reflected that many households live as family and were actively involved in community activities at Mutale Municipality.

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4.2.4. HIGHEST STANDARD PASSED.

Table 4.4. Presents the results showing the distribution of highest Standard Passed by respondents.

Table 4.4. HIGHEST STANDARD PASSED.

		Frequency	Percent
Valid	Grade 8-11	5	7.1
	Grade 12	18	25.7
	Any post Grade 12 certificate	11	15.7
	Degree or diploma	36	51.4
	Total	70	100.0

The results above indicate that 51.4% of respondents passed either degree or diploma and they are the majority participants, followed by those who only passed Grade 12, with 25.7%.

Those who passed any certificates after passing Grade 12 constitutes 15.7% and those who managed to pass Grade 8-11 represent 7.1%.

It is of great concern that the results suggest that Integrated Development Planning process and Ward Committees in Mutale Municipality are dominated by educated people i.e. those who passed Grade 12 and above while there is under representation of those who passed Grade 11 and below at Mutale Municipality.

It also suggests that those who are not educated are not taken into consideration in most municipal processes and their needs are overlooked.

Leaving out other sections of the community like those who are not educated may pose dangers of protests and lobby against the municipal officials and councilors.

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4.2.5. EMPLOYMENT STATUS.

Table 4.5. Presents the results showing respondents' Employment Status.

Table 4.5. EMPLOYMENT STATUS.

		Frequency	Percent
Valid	Unemployed	10	14.3
	Employed	60	85.7
	Total	70	100.0

The results above show that 85.7% of respondents were employed while 14.3% were unemployed.

The findings suggests that the majority of participants in municipal affairs in Mutale Municipality are those who are employed, while those who are unemployed are not actively involved and their inputs are less considered in all municipal processes.

4.2.6. DISABILITY OR ABILITY STATUS.

Table 4.6. Presents the results showing respondent status in terms of Disability or Ability.

Table 4.6. DISABILITY OR ABILITY STATUS.

		Frequency	Percent
Valid	Disable	7	10.0
	Able	63	90.0
	Total	70	100.0

The results show that the majority of respondents were Able with 90% and Disable count for only 10% in this research.

The above results suggest that a reasonable number of people living with Disability participate in municipal affairs at Mutale Municipality which is positive in terms of addressing challenges and priorities of people living with Disability.

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4.2.7. PLACE OF RESIDENCE.

Table 4.7. Presents the results showing the respondents' place of residence.

Table 4.7. PLACE OF RESIDENCE.

		Frequency	Percent
Valid	Rural	60	85.7
	Semi-urban	8	11.4
	Urban	2	2.9
	Total	70	100.0

The results above show that most of the respondents i.e. 85.7% are living in rural areas and those living in semi-urban areas comprise 11.4%, and those living in urban area constituting 2.9%.

The results indicate that most of participants in community involvement, particularly Integrated Development Planning processes and Ward Committees reside in rural areas in Mutale Municipality.

This suggests that the Integrated Development Planning of Mutale Municipality reflects rural-centered priority needs.

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4.2. 8. KNOWLEDGE ABOUT IDP.

Table.4.8. presents the results showing the respondents' knowledge about IDP.

Table 4.8. Knowledge about IDP.

		Frequency	Percent
Valid	Yes	69	98.6
	No	1	1.4
	Total	70	100.0

The findings show that the majority of people, with 98.6% agreed that they knew about Integrated Development Planning, while only 1.4% did not have knowledge about Integrated Development Planning.

The findings suggest that the majority of people in Mutale Municipality know about the IDP.

What is needed most is an effective and improved way of community involvement in Integrated Development Planning processes and Ward Committees.

4.2.9. PARTICIPATION IN IDP.

Table 4.9. Presents results on participation in IDP processes.

Table 4.9. Have you ever participated in the IDP processes at your area under Mutale municipality.

		Frequency	Percent
Valid	Yes	60	85.7
	No	10	14.3
	Total	70	100.0

The results above show that the majority of respondents i.e. 85.7% agreed that they participated in the IDP processes at their area under Mutale Municipality, whereas 14.3%

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disagreed that they ever participated in the IDP processes at their area under the same municipality.

The findings suggest that Mutale Municipality is doing a good job in engaging community members to participate in IDP processes under its jurisdictional area, but it has to improve to engage other people who have not participated in the IDP processes.

4.2.10. KNOWLEDGE ABOUT WARD COMMITTEES.

Table 4.10. Presents results on knowledge about Ward Committees.

Table 4.10. Do you know about Ward committees?

		Frequency	Percent
Valid	Yes	68	97.1
	No	2	2.9
	Total	70	100.0

The majority of respondents, represents 97.1% felt that they know about Ward Committees and only 2.9% of respondents felt that they do not know about Ward Committees. The results indicate that Ward Committees were formed in all wards under Mutale Municipality.

4.2.11. WARD COMMITTEE AS A VEHICLE FOR COMMUNITY INVOLVEMENT IN MUNICIPAL MATTERS.

Table 4.11. Presents the results showing the percentages of respondents regarding Ward Committee as a vehicle for community involvement in municipal matters.

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Table 4.11. Do you think the majority of your community members regard a Ward Committee as a vehicle for community involvement Municipal matters?

		Frequency	Percent
Valid	Yes	39	55.7
	No	31	44.3
	Total	70	100.0

There were 55.7% of respondents who agreed that the majority of their community members regard Ward Committee as a vehicle for community involvement in municipal matters, but 44.3% of respondents disagreed.

The findings suggest that the majority of residents under Mutale Municipality regard Ward Committees as the important platform for community members through which municipal matters especially service delivery issues, could be addressed.

4.2.12. ENGAGEMENT OF TRADITIONAL LEADERS IN ALL IDP PROCESSES.

Table 4.12. Presents the results on engagement of Traditional Leaders in all IDP processes.

Table 4.12. Does the municipality always engage Traditional Leadership in all IDP processes?

		Frequency	Percent
Valid	Yes	53	75.7
	No	17	24.3
	Total	70	100.0

Majority of respondents agreed that Mutale Municipality always engage Traditional Leaders in all IDP processes.

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There were 75.7% of respondents who felt that Mutale Municipality always engage Traditional Leaders in all IDP processes, while 24.3% felt that the municipality failed to always engage Traditional Leaders in all IDP processes.

The findings above suggest that in some few cases, the municipality finalize the IDP processes without effectively and satisfactorily engaging Traditional Leaders as a very imperative stakeholder in municipal affairs.

4.2.13. TIME GIVEN TO GO THROUGH THE DRAFT IDP BEFORE ATTENDING IDP CONSULTATIVE MEETINGS.

Table 4.13. Presents the results on time given to go through the Draft IDP before attending IDP consultative meetings.

Table 4.13. Are you given enough time to go through the Draft IDP before attending IDP consultative meetings?

		Frequency	Percent
Valid	Yes	32	45.7
	No	38	54.3
	Total	70	100.0

More than half of respondents i.e. 54.3% felt that Mutale Municipality failed to make and distribute copies of Draft IDP documents before the IDP consultative meetings in order to give community structures time to go through them.

45.7% of respondents felt that the municipality gives community members and structures enough time to go through the Draft IDP documents before attending IDP consultative meetings.

Despite the minority of respondents who acknowledged that the municipality gives community members enough time to go through the Draft IDP document before attending IDP consultative meetings, the results suggests that the municipality is not doing justice

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in terms of giving community members enough time to study the Draft IDP documents before attending the IDP consultative meetings.

Furthermore, the findings suggests that community members get the Draft IDP documents right at the IDP consultative meetings, which deny community members a chance and opportunity for meaningful deliberations and inputs.

4.2.14. REFLECTION OF MUNICIPALITY IDP.

Table 4.14. Presents the results on reflection of municipality IDP.

Table 4.14. Does your municipality's IDP reflects the community Prioritized needs.

		Frequency	Percent
Valid	Yes	45	64.3
	No	25	35.7
	Total	70	100.0

The majority of respondents agreed that Mutale Municipality's IDP reflects the community prioritized needs.

A significant percentage of respondents, 64.4% indicated that Mutale Municipality's IDP reflects their prioritized needs.

35.7% of respondents refuted the claims that the municipality's IDP reflects the community prioritized needs.

The results suggest that the majority of Mutale Municipality residents attend and participate in IDP public participation meetings and involve themselves in prioritizing their needs.

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4.2.15. STRUCTURES USED FOR COMMUNITY INVOLVEMEMT IN MUNICIPAL AFFAIRS.

Table 4.15. Presents the findings on the distribution of structures used in Mutale Municipality for community involvement in municipal affairs.

Table 4.15. Which structures are used in Mutale Municipality for community involvement in municipal affairs?

		Frequency	Percent
Valid	Ward committees	19	27.1
	IDP representative forum	18	25.7
	Both	33	47.1
	Total	70	100.0

Respondents differed on the structures used for community involvement in municipal affairs.

The majority of respondents, 47.1% felt that both Ward Committees and IDP Representative Forum were used in Mutale Municipality for community involvement in municipal affairs.

There were 27.1% who believed that Ward Committees, rather than IDP Representative Forum, were used for community involvement in municipal affairs, while 25.7% of respondents indicated that IDP Representative Forum, not Ward Committees, was used for community involvement in municipal affairs.

The findings suggest that Mutale Municipality used both Ward Committees and IDP Representative Forum for community involvement in municipal affairs, but Ward Committees were utilized more than the IDP Representative Forum.

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4.2.16. PERIOD OF STUDYING DRAFT IDP DOCUMENTS.

Table 4.16. Presents the respondents' results on the distribution of period given to study the Draft IDP documents before the date of the IDP meetings.

Table 4.16. For how long are you given Draft IDP documents to study it before the date of the meeting?

		Frequency	Percent
Valid	One week to two months before the meeting	13	18.6
	One week before the meeting	16	22.9
	5 days before the meeting	3	4.3
	2-1 days before the meeting	4	5.7
	Given during the day of the meeting	34	48.6
	Total	70	100.0

The majority of respondents, constituting 48.6% indicated that the Draft IDP documents were given during the day of the meeting.

There were 22.9% of respondents who felt that the municipality distributed Draft IDP documents for study by community members one week before the meeting, while 18.6% believed the municipality has done a good job by making available Draft IDP documents to community members one week to two months before the meeting.

Few respondents, 5.7% indicated that the municipality makes available Draft IDP documents for studying by community members, one to two days before the meeting, while 4.3% felt that the municipality gave Draft IDP documents to community members, five days before the meeting.

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The conclusion drawn from the findings suggest that Mutale Municipality made available Draft IDP documents for study by community members during the day of the meeting which impacted negatively as community members are denied enough time to study the documents in order to contribute meaningfully and provide inputs to assist in taking an informed decisions.

4.2.17. INVITATION OF COMMUNITY TO ATTEND IDP CONSULTATIVE MEETINGS.

Table 4.17. Presents the results on the distribution of methods of invitation to attend IDP consultative meetings at Mutale Municipality.

Table 4.17. How are the communities invited to attend IDP consultative meetings in your municipality?

		Frequency	Percent
Valid	Written circulars	40	57.1
	Telephonically	4	5.7
	Printing and electronic media	1	1.4
	Community forums	25	35.7
	Total	70	100.0

More than half of the entire respondents, 57.1% acknowledged that Mutale Municipality used written circulars to invite communities to attend IDP consultative meetings, while a substantial 35.7% felt that community forums were used to invite communities to attend IDP consultative meetings.

There were 5.7% of respondents who believed the municipality used telephones to invite communities to attend IDP consultative meetings and 1.4% believed that printing and electronic media were utilized to invite communities to attend IDP consultative meetings. The results suggest that written circulars were more effective methods of invitation to communities to attend IDP consultative meetings.

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4.2.18. IDENTIFICATION OF COMMUNITY NEEDS.

Table 4.18. Presents the results on the distribution of responses on identification of community needs to be included in municipal IDP.

Table 4.18. Who identifies community needs to be included in IDP of your municipality?

		Frequency	Percent
Valid	Councilors	24	34.3
	Municipal employees in IDP unit	9	12.9
	Community members	19	27.1
	Ward committee members	9	12.9
	Municipal Manager	4	5.7
	Exco members of the municipality	5	7.1
	Total	70	100.0

Respondents differed as to who identified and prioritized community needs to be included in IDP.

The majority of respondents, 34.3% believed that Mutale Municipality councilors identified community needs to be included in IDP, while 27.1% of respondents felt that community members themselves, not councilors, identified community needs to be included in IDP.

There was an equal number of respondents, who both constituted 12.9% of respondents each, who believed Municipal employees in IDP unit and Ward Committee members identified community needs to be included in IDP.

Few respondents, 7.1% felt that Executive Committee Members (Exco) of the municipality identified community needs to be included in IDP and quite fewer, 5.7% of respondents felt that the Municipal Manager, instead of community members, identified community needs to be included in Mutale Municipality IDP.

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The results suggest that community members and other IDP Representative Forum members were not involved to make final inputs in the final stages of Mutale Municipality IDP processes.

4.2.19. GIVING COMMUNITY A SERVICE DELIVERY REPORT.

Table 4.19. Presents results of respondents on the distribution of period in which councilors give the community a service delivery report.

Table 4.19. How often do councilors give the community a service delivery report?

		Frequency	Percent
Valid	Every month	25	35.7
	After two months	3	4.3
	Every quarter	9	12.9
	None	6	8.6
	Only when there is a problem	27	38.6
	Total	70	100.0

There were a majority of 38.6% of respondents who indicated that Mutale Municipality councilors give the community a service delivery report only when there was a service delivery problem in the community, while 35.7% disagreed and felt that councilors gave service delivery report to community every month.

12.9% of respondents believed that councilors gave service delivery report to the community every quarter and 4.3% of respondents felt that councilors gave service delivery report to the community after two months.

However, 8.6% of the entire respondents felt that Mutale Municipality's councilors did not bother themselves by giving service delivery report to their communities.

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The results suggest that Mutale Municipality councilors give service delivery report to their communities in different periods, but mainly when the community raises a particular problem in service delivery.

4.2.20. ATTENDING IDP WORKSHOPS.

Table 4.20. Presents the results on attendance of IDP workshops.

Table 4.20. Did you ever attend IDP workshops?

		Frequency	Percent
Valid	Yes	30	42.9
	No	40	57.1
	Total	70	100.0

More than half of respondents, constituting 57.1%, indicated that they have never attended IDP workshops, while 42.2% agreed that they attended IDP workshops under Mutale Municipality.

The findings suggest that IDP Unit at Mutale Municipality failed to develop a programme in which communities should have been capacitated to raise awareness on IDP.

4.2.21. ATTENDANCE OF WARD COMMITTEE MEETINGS WHICH DISCUSS SERVICE DELIVERY ISSUES AND IDP.

Table 4.21. Presents the results of respondents' attendance of Ward Committee meetings which discuss service delivery issues and IDP.

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Table 4.21. Do you attend ward committee meetings which discuss service delivery issues and IDP?

		Frequency	Percent
Valid	Yes	33	47.1
	No	37	52.9
	Total	70	100.0

The majority of respondents, representing 52.9% of the entire respondents disagreed that they did not attend Ward Committee meetings which discuss service delivery issues and IDP, while 47.1% of respondents agreed that they attended Ward Committee meetings which discuss service delivery issues and IDP.

The results suggest that many stakeholders at Mutale Municipality had no opportunity to attend Ward Committee meetings which discuss service delivery issues and IDP which raises a question on the satisfactory functionality of Ward Committees.

4.2. 22. REIMBURSEMENT FOR ATTENDING IDP MEETINGS.

Table 4.22. Presents the respondents' results on reimbursement for attending IDP meetings.

Table 4.22. Are you reimbursed for attending IDP meetings?

		Frequency	Percent
Valid	Yes	21	30.0
	No	49	70.0
	Total	70	100.0

A higher and significant number of respondents, 70.0%, indicated that they are not reimbursed for attending IDP meetings under Mutale Municipality, while 30.0% of respondents agreed that they are reimbursed for attending IDP meetings under the same municipality.

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The findings suggest that stakeholders are not reimbursed for attending IDP meetings at Mutale Municipality, which contributes in hindering implementation of municipal programs and projects satisfactorily.

4.2.23. COMMUNITY SERVICES RENDERED BY MUTALE MUNICIPALITY.

Table 4.23. Presents the respondents' results on community services rendered in respondents' area by Mutale Municipality.

Table 4.23.Do you know of any community services rendered in your area by Mutale Municipality?

		Frequency	Percent
Valid	Yes	57	81.4
	No	13	18.6
	Total	70	100.0

Approximately all respondents, representing 81.4% of the respondents acknowledged that Mutale Municipality renders community services in their area, while only 18.6% of respondents felt that Mutale Municipality does not render any community services in their areas.

The finding suggests that Mutale Municipality renders some community services to its residents.

4.2.24. STRATEGIES FOR MONITORING SERVICE DELIVERY IN MUTALE MUNICIPALITY.

Table 4.24. Presents results on strategies for monitoring service delivery in Mutale Municipality.

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Table.4.24. Do you know of any strategies for monitoring service delivery in your municipality?

		Frequency	Percent
Valid	Yes	28	40.0
	No	42	60.0
	Total	70	100.0

A significant number of respondents, counting 60%, felt that Mutale Municipality does not have strategies for monitoring service delivery, whereas 40.0% of respondents indicated that the municipality has strategies in place for monitoring service delivery.

The results above suggest that Mutale Municipality lacked strategies for monitoring service delivery progresses.

4.2.25. COMMUNITY INVOLVEMENT IN THE IDP.

Table 4.25. Presents the results for community involvement in the IDP of the municipality.

Table 4.25. Is community involvement in the IDP of the municipality satisfactory?

		Frequency	Percent
Valid	Yes	27	38.6
	No	43	61.4
	Total	70	100.0

More than half of the respondents indicated that community involvement in the IDP at Mutale Municipality is not satisfactory.

A significant 61.4% of respondents felt that community involvement in IDP in Mutale municipality was less satisfactory, while 38.6% agreed that community involvement in the IDP at Mutale Municipality was satisfactory.

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The findings conclude that community involvement in the IDP of Mutale Municipality is far less satisfactory.

4.2.26. REPRESENTATION IN WARD COMMITTEES.

Table 4.26. Presents the results on representation in Ward Committees.

Table 4.26.Indicate representation in ward committees.

		Frequency	Percent
Valid	Civic structures members	47	67.1
	Political parties aligned members	23	32.9
	Total	70	100.0

67.1% of respondents believed that Ward Committees in Mutale Municipality were composed of civic structures members, while 32.9% believed that Ward Committees were composed of political parties aligned members at the same municipality.

The results suggest that Ward Committees in Mutale Municipality are mainly composed by civic structures members who are not affiliated to any political party, but fewer members are affiliated to political parties.

4.2.27. ATTENDANCE OF IDP REPRESENTATIVE FORUM MEETINGS.

Table 4.27. Presents the results on members' attendance of IDP Representative Forum meetings in which municipal affairs are discussed.

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Table 4.27. Do all members of IDP representative forum regularly attend the meetings in which municipal affairs are discussed?

		Frequency	Percent
Valid	Yes	25	35.7
	No	45	64.3
	Total	70	100.0

More than half of respondents, representing 64.3% felt that not all IDP Representative Forum members regularly attended the meetings in which municipal affairs were discussed and 35.7% of respondents agreed that all members of IDP Representative Forum regularly attended the meetings in which municipal affairs were discussed.

The findings suggest that most of IDP Representative Forum members do not regularly attend the meetings in which municipal affairs are discussed which brings in a lack of consistency in IDP prioritized needs and other important decisions.

4.2.28. ATTENDANCE OF GOVERNMENT DEPARTMENTS TO IDP CONSULTATIVE FORUMS.

Table 4.28. Presents the results on attendance of Government Departments to IDP consultative forums.

Table 4.28. Do government departments regularly attend IDP consultative forums?

		Frequency	Percent
Valid	Yes	21	30.0
	No	49	70.0
	Total	70	100.0

A significant number of respondents, 70% indicated that government departments failed regularly to attend IDP consultative forum meetings at Mutale Municipality, while only

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30% felt that government departments regularly attend IDP consultative forum meetings at the same municipality.

The findings suggest that government departments do not bother themselves to attend IDP consultative forums meetings at Mutale Municipality.

4.2.29. CAUSES OF NON-ATTENDANCE BY COMMUNITY MEMBERS AND STRUCTURES TO MUNICIPAL IDP PROCESSES AND OTHER SERVICE DELIVERY RELATED MATTERS.

Table 4.29. Presents the results on causes of non-attendance by community members and structures to municipal IDP processes and other service delivery related matters.

Table 4.29. What causes non-attendance by community members & structures to municipal IDP processes and other service delivery related matters?

		Frequency	Percent
Valid	Lack of commitment by community members	25	35.7
	Lack of transport	24	34.3
	Invitation by municipal employees	21	30.0
	Total	70	100.0

There was a slight difference on the causes of non-attendance by community members and structures to municipal IDP processes and other service delivery related matters.

There was a 35.7% of respondents who felt that non-attendance by community members and structures to municipal IDP processes and other service delivery related matters was due to lack of commitment by community members, while 34.3% of respondents attributed non-attendance on lack of transport.

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30.0% indicated that non-attendance by community members and structures to municipal IDP processes and other service delivery related matters was due to poor invitation by municipal employees.

The findings suggest that non-attendance by community members and structures to municipal IDP processes and other service delivery related matters is due to a number of factors including, but not limited to lack of commitment by community members, lack of transport and invitation by municipal employees.

4.2.30. RATINGS OF COMMUNITY INVOLVEMENT IN MUNICIPAL AFFAIRS AT MUTALE MUNICIPALITY.

Table 4.30. Presents the results on ratings of community involvement in municipal affairs at Mutale Municipality.

Table 4.30.How do you rate community involvement in municipal affairs in your area?

		Frequency	Percent
Valid	Good	16	22.9
	Better	22	31.4
	Poor	23	32.9
	Very poor	9	12.9
	Total	70	100.0

There were 32.9% of respondents who indicated that community involvement in municipal affairs at Mutale Municipality was poor, whereas 31.4% of the entire respondents concluded that community involvement in municipal affairs was better.

22.9% felt that community involvement in municipal affairs was good, while 12.9% of respondents felt that community involvement in municipal affairs was very poor.

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The results suggest that Mutale Municipality should improve in engaging community in its affairs.

4.2.31. MUNICIPAL EMPLOYEES' KNOWLEDGE ABOUT IDP PROCESSES.

Table 4.31. Presents the results on municipal employees' knowledge about IDP processes.

Table 4.31. Do all municipal employees have knowledge about IDP Processes?

		Frequency	Percent
Valid	Yes	21	30.0
	No	49	70.0
	Total	70	100.0

A higher number of respondents, representing 70% of the respondents, felt that municipal employees lacked knowledge about IDP processes, while 30% of respondents felt that municipal employees had knowledge about IDP processes.

The findings suggest that Mutale Municipality should do many in-house workshops to capacitate all municipal employees on IDP processes to enable the municipality to implement and administer programs and projects satisfactorily for effective service delivery.

4.2.32. ROLE OF CORRUPTION IN IMPLEMENTATION OF PROJECTS IN IDP.

Table 4.32. Presents the results of respondents on the role of corruption in implementing prioritized projects in IDP.

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Table 4.32. Do you think corruption plays a role in implementation of prioritized projects in IDP?

		Frequency	Percent
Valid	Yes	36	51.4
	No	34	48.6
	Total	70	100.0

More than half of the respondents 51.4% agreed that corruption plays a role in implementation of prioritized projects in IDP, while 48.6% disagreed that corruption had a hand in implementation of prioritized projects in IDP at Mutale Municipality.

The results suggest that decisions to implement most of the funded prioritized projects are influenced by corruption at Mutale Municipality.

4.2.33. RATING COUNCILORS IN GIVING FEED-BACK TO COMMUNITIES ON SERVICE DELIVERY ISSUES.

Table 4.33. Presents the results on the distribution of respondent's ratings on giving feed-back to communities on service delivery issues by councilors.

Table 4.33. How do you rate your councilors in giving feed-back to Communities on service delivery issues?

		Frequency	Percent
Valid	Good	17	24.3
	Better	27	38.6
	Poor	13	18.6
	Very poor	13	18.6
	Total	70	100.0

A substantial 38.6% of the respondents felt that councilors have done better in giving feed-back to communities on service delivery issues, while 24.3% felt that councilors have done well in giving feed-back to communities. An equal number of respondents,

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constituting 18.6% differed in rating councilors as giving feed-back to communities on service delivery issues. 18.6% felt that councilors have done very poor in giving feed-back to communities on service delivery issues and the same number, 18.6% believed that councilors' job in giving feed-back to communities on service delivery issues was poor.

The findings suggest that councilors fail to give feed-back to communities on service delivery issues on a regular basis and they should improve to keep stakeholders informed to prevent unnecessary discontent and protests.

4.2.34. RELATIONSHIP BETWEEN THE MUNICIPAL COUNCIL AND TRADITIONAL LEADERS IN IDP IMPLEMENTATION AND PROVISION OF LAND.

Table 4.34. Presents the results on the relationship between the municipal council and Traditional Leaders in IDP implementation and provision of land.

Table 4.34. How is the relationship between the municipal council and Traditional Leaders in IDP implementation and provision of land?

		Frequency	Percent
Valid	Good	22	31.4
	Better	18	25.7
	Poor	13	18.6
	Very poor	17	24.3
	Total	70	100.0

31.4% of respondents indicated that the relationship between the municipal council and Traditional Leaders in IDP implementation and provision of land was good, while 25.7% agreed that it was better.

However, 24.3% of respondents felt that the relationship between the municipal council and Traditional Leaders in IDP implementation and provision of land was very poor and 18.6% felt that it was poor.

The results suggest that the relationship between the municipal council and Traditional Leaders in IDP implementation and provision of land should be improved.

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CHAPTER 5.

RESEARCH FINDINGS, RECOMMENDATIONS AND CONCLUSION.

5.1. INTRODUCTION.

This Chapter focuses on a brief summary of the findings drawn from the data collected through questionnaires and also recommendations and conclusion based on the findings of the research.

5.2. MAIN FINDINGS OF THE STUDY.

The main findings of the research drawn from the data collected based on the research questions are as follows:

REPRESENTATION IN IDP AND WARD COMMITTEES IN MUTALE MUNICIPALITY.

- While the majority of participants were males, there was minimal representation of women, people living with Disabilities and youth in IDP and Ward Committees at Mutale Municipality. Ward Committees were composed mainly by Civic structures.
- Age representation were dominated by middle men and women between 41-50 years category and youth and people older than 51 years were underrepresented.
- Married respondents were higher than unmarried and widow respondents.
- In educational level passed, the research was dominated by those who graduated with degrees or diplomas, while there was under representation of those who at least passed Grade 8-11 and also a satisfactory number of those who have passed Grade 12 and any post-Grade 12 certificates.
- Most of the people are residing in rural area at Mutale Municipality.
- The research was also dominated by employed people whereas there was substantial less representation of unemployed people.

KNOWLEDGE OF IDP AND PARTICIPATION IN IDP PROCESSES.

Almost all stakeholders in Mutale Municipality knew about IDP and they participated in its processes, but the majority have never attended IDP workshops. Both IDP

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representative forum and Ward Committees were used in Mutale Municipality for community involvement in municipal affairs.

KNOWLEDGE AND PARTICIPATION IN WARD COMMITTEES.

Although 2.9% of respondents claimed that they had no knowledge about Ward Committees, the results show that the majority of Mutale Municipality residents knew about Ward Committees, but did not always attend meetings where service delivery issues are discussed.

ENGAGEMENT OF TRADITIONAL LEADERS IN IDP PROCESSES.

The findings confirmed that Mutale Municipality engaged Traditional Leaders in all IDP processes which ensured that there was good relationship between the two parties.

INVITATION TO ATTEND IDP CONSULTATIVE MEETINGS.

Although Mutale Municipality used other methods of inviting the communities, the municipality mainly used written circulars to invite stakeholders to attend IDP consultative
meetings.

IDENTIFICATION OF COMMUNITY NEEDS.

Community needs at Mutale Municipality were not entirely identified by community members, but to some extent, they were identified by councilors, Ward Committees and municipal employees.

GIVING COMMUNITY SERVICE DELIVERY REPORTS.

Many Mutale Municipality councilors gave service delivery reports only when there was a problem within a ward while some councilors have done a better job in giving feed-back to communities on service delivery issues.

STRATEGIES FOR MONITORING SERVICE DELIVERY.

There are no strategies for monitoring service delivery at Mutale Municipality.
The majority of residents believe that corruption plays a role in the implementation of projects in the municipality.

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STUDYING OF DRAFT IDP DOCUMENTS.

The Municipality did not afford enough time to stakeholders to go through the Draft IDP documents before attending IDP consultative meetings.

This was the reason why some residents felt that Mutale IDP did not reflect the community prioritized needs.
In many cases, stakeholders were given Draft IDP documents during the day of the meetings.

COMMUNITY INVOLVEMENT.

Community involvement at Mutale Municipality was poor and less satisfactory.
Most of Mutale Municipality employees had no knowledge of the IDP processes.

ATTENDANCE OF IDP REPRESENTATIVE FORUM AND GOVERNMENT DEPARTMENTS.

Some members of IDP representative forum and Government departments did not regularly attending the IDP Representative forum in which municipal affairs were discussed.

5.3. CONCLUSION.

Community involvement is the key to ensuring that municipalities understand the needs of the people and make decisions that will meet those needs in the best possible way.
A municipality alone cannot build a better life for all but communities, community organizations and all sectors of society have to be partners of local government.

All municipalities in South Africa are required to engage their citizens in the Integrated Development Planning process through community involvement programs.

Despite all service delivery challenges and some weaknesses, Mutale Municipality has Ward Committees and Integrated Development Planning forums which ensure that there is community involvement in municipal matters.

Community involvement in Mutale Municipality is essential for long-term democratic stability. It promotes legitimacy and public support for the policies and programs of local authority and thereby ensures democratic stability.

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5.4. RECOMMENDATIONS.

IMPROVING REPRESENTATION IN IDP FORUM AND WARD COMMITTEES.

The Municipality must strive to increase the representation of women, youth and people living with disability in the Integrated Development Planning processes as well as in Ward Committees.

This would assist in addressing imbalances and more importantly consideration of inclusive prioritized community needs.

INTRODUCING IDP WORKSHOPS FOR BOTH MUNICIPAL EMPLOYEES AND COMMUNITY MEMBERS.

Apart from normal processes of Integrated Development Planning, Mutale Municipality should make efforts to introduce effective workshops and training of municipal employees and stakeholders on the importance, useful legitimacy and operation of Integrated Development Planning.

CONSISTENCY IN COMMUNITY FEED-BACK AND REPORT.

The research proved that there is inconsistency in terms of feed-back and reporting by Mutale Municipality's councilors to communities, therefore, councilors must regularly and consistently give feed-back and report on all service delivery issues.

The municipality must build consistent interaction with all sectors in the local area through stakeholder forums, community Development workers and ward committees.

The Municipality should set-up clear mechanisms for speedy addressing and reporting back on the community problems that Ward Committees and communities bring to the municipality.

REGULAR ATTENDANCE OF IDP REPRESENTATIVE FORUM MEETINGS.

The Municipality must build the intergovernmental mechanisms needed to ensure that Vhembe District Municipality, District, Provincial and National government departments work together to speed-up service delivery and address the needs of all residents. Attendance of government departments to IDP representative forums should be made compulsory to ensure availability of all affected structures for effective accountability on issues of service delivery.

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IMPROVING ACCOUNTABILITY.

IDP process creates a good opportunity for communities to participate in the planning process, but should be supplemented by the establishment of feedback enhancing mechanisms.

The Municipality must make immediate interventions to deal with serious service delivery problems, allegations of corruption and to communicate with affected communities about the municipality's plans. Mutale Municipal Councilors, Officials and Ward Committee members must be accountable to the community and the Municipality.

EFFECTIVE INVITATION OF STAKEHOLDERS.

The Municipality must utilize all forms of mass media institutions which have broader audiences, especially local radio stations and newspapers.
The Municipality should send invitations at least three weeks before the IDP or Ward Committees meetings.

THE NEED FOR EFFICIENCY AND EFFECTIVENESS IN SERVICE DELIVERY.

Mutale Municipality should strive to make community involvement effective, interactive and meaningful through developing coherent municipal strategies for ongoing communication and community involvement around all development and service projects with clear roles for councilors, officials and Ward Committees.

In addition to the allocation of adequate resources to the community involvement programs and meaningful use of resources, appropriate training should be provided to councilors, municipal employees and representatives of community stakeholders by Mutale Municipality.

IMPROVEMENT IN COMMUNITY INVOLVEMENT IN IDP PROCESSES AND WARD COMMITTEES.

The Municipality must embark on capacity-building, training and empowerment of local communities, and stakeholders as a result of civil society participation.

There must be a close working relationship between community stakeholders, representatives, elected councilors and members of communities in the community involvement programme of the IDP processes and Ward Committees.

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INCREASING ENGAGEMENT WITH TRADITIONAL LEADERS.

Due to current poor engagement of Traditional Leaders, the Municipality must ensure close working relationships between Traditional Leaders and the municipality in the community involvement programme and the IDP process.

This would ensure the maximum benefits of community involvement.

INTRODUCING STRATEGIES FOR MONITORING AND EVALUATION OF SERVICE DELIVERY.

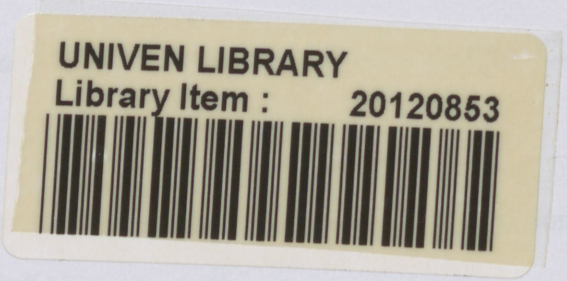
The Municipality should establish a monitoring and evaluation system to ensure community involvement and effective service delivery.

IDP should be used as the basis of performance Management system of Mutale Municipality and the performance contracts of senior officials should be based on IDP priorities and that IDP should inform municipal budgets and be drawn up based on predictable income allocations and projection.

PROVISION OF ADEQUATE TIME TO STUDY DRAFT IDP DOCUMENTS.

The Municipality should provide all IDP structures at least two weeks prior to the IDP consultative meetings to ensure that communities take ownership of planning and implementing process in order to inculcate values of self-upliftment.

Ward Committees, community members and other stakeholders should study Draft IDP documents before the meetings and participate effectively in planning, budgeting, implementation, monitoring and evaluation of municipal services.



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www.unesco.org.za

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APPENDIX A

QUESTIONNAIRE

Dear respondent

My name is Nempumbuluni Thambeleni Colbert, a Masters in Public Management student at the University of Venda under the School of Management Sciences.

I am conducting a research for Masters in Public Management at the University of Venda. My topic is:

Community Involvement as a Strategy to enhance Integrated Development Planning Efficiency for Effective Service Delivery in Mutale Local Municipality.

I would like to critically evaluate and make assessment in community involvement or participation as a strategy initiated by South African government to enhance IDP efficiency for effective service delivery for better life at the local community in Mutale.

I kindly request you to assist me by providing all information, experience and views on the issues I will raise in the questionnaire.

All information provided by you will be treated confidentially and with more professionalism.

No names of respondents are required, but all other personal particulars are necessary.

I thank you in advance for taking part in this study.

Nempumbuluni T. C.

Nempumbuluni T.C.
Researcher (082 29 20 518)

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SECTION A: PERSONAL PARTICULARS OF RESPONDENTS.

1. **GENDER** (Indicate your answer by making a cross in appropriate space provided)

Male	1
Female	2

2. **AGE** (Indicate your age category by making a cross next to an appropriate answer)

20-30 years	1
30-40 years	2
41-50 years	3
51-60 years	4
61 and older	5

3. **MARITAL STATUS.**

Married	1
Unmarried	2
Divorced	3
Widow	4

4. **HIGHEST STANDARD PASSED.**

Grade 1-7	1
Grade 8-11	2
Grade 12	3
Any post-Grade 12 certificate	4
Degree or Diploma	5

5. **EMPLOYMENT STATUS.**

Unemployed	1
Employed	2

6. **DISABILITY OR ABILITY STATUS.**

Disable	1
Able	2

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7. PLACE OF RESIDENCE.

Rural	1
Semi-urban	2
Urban	3

SECTION B: KNOWLEDGE OF IDP AND WARD COMMITTEES AND COMMUNITY INVOLVEMENT.

	YES	NO
8. Do you know about IDP?	1	2
9. Have you ever participated in the IDP processes at your area under Mutale municipality?	1	2
10. Do you know about Ward committees?	1	2
11. Do you think the majority of your community members regard a Ward Committee as a vehicle for community involvement in municipal matters?	1	2
12. Does the municipality always engage Traditional Leaders in all IDP processes?	1	2
13. Are you given enough time to go through the Draft IDP before attending IDP consultative meetings?	1	2
14. Does your municipality's IDP reflects the community prioritized needs?	1	2

12. Which structures are used in Mutale Municipality for community involvement in municipal affairs?

Ward Committee	1
IDP representative forum	2
Both	3

13. For how long are you given Draft IDP documents to study it before the date of the IDP meeting?

One week to two months before the meeting	1
One week before the meeting	2
5 days before the meeting	3
2-1 days before the meeting	4
Given during the day of the meeting	5

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14. How are the communities invited to attend IDP consultative meetings in your municipality?

Written circulars	1
Telephonically	2
Printing and electronic media	3
Community forums	4

15. Who identifies community needs to be included in IDP of your municipality?

Councilors	1
Municipal employees in IDP unit	2
Community members	3
Ward committee members	4
Municipal Manager	5
Exco members of the municipality	6

16. How often do councilors give the community a service delivery report?

Every month	1
After two months	2
Every quarter	3
None	4
Only when there is a problem	5

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SECTION C: COORDINATION AND COMMUNITY LIAISON.

	YES	NO
17. Did you ever attend IDP workshops?	1	2
18. Do you regularly attend ward committee meetings which discuss service delivery issues and IDP?	1	2
19. Are you reimbursed for attending IDP meetings?	1	2
20. Do you know of any community services rendered in your area by Mutale Municipality?	1	2
21. Do you know of any strategies for monitoring service delivery in your municipality?	1	2
22. Is community involvement in the IDP of the municipality satisfactory?	1	2

23. Indicate representation in ward committees.

Civic structures members	1
Political parties aligned members	2

SECTION D: CHALLENGES IN GOVERNANCE.

	YES	NO
24. Do all members of IDP representative forum regularly attend the meetings in which municipal affairs are discussed?	1	2
25. Do government departments regularly attend IDP consultative forums?	1	2

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26. What causes non-attendance by community members and structures to municipal IDP processes and other service delivery related matters?

Lack of commitment by community members	1
Lack of transport	2
Invitation by municipal employees	3

SECTION E: ADMINISTRATION.

	YES	NO
27. How do you rate community involvement in municipal affairs in your area?	1	2
28. Do all municipal employees have knowledge about IDP processes?	1	2
29. Do you think corruption play a role in implementation of projects in prioritized in IDP?	1	2

30. How do you rate your councilors in giving feed-back to communities on service delivery issues?

Good	1
Better	2
Poor	3
Very poor	4

34. How is the relationship between the municipal council and traditional leaders in IDP Implementation and provision of land?

Very good	1
Better	2
Poor	3
Very poor	4

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APPENDIX B

P.O. BOX 2235

THOHOYANDOU

0950

Mutale Municipality

Private Bag X 1254

MUTALE, 0956

T O WHOM IT MAY CONCERN

My name is Nempumbuluni Thambeleni Colbert, Student Number 11543279, a Master in Public Management student at the University of Venda under the School of Management Sciences. I am undertaking a research to complete my degree.

My topic is: **Community Involvement as a Strategy to enhance Integrated Development Planning Efficiency for Effective Service Delivery in Mutale Local Municipality.**

I kindly request the Municipality management to grant me permission to conduct the research in your institution. All information received from respondents will be treated confidentially and will be used solely for purpose of the research.

Respondents in this research are municipal employees, councilors, Ward Committee members, IDP representative forums and community members.

This research could assist your municipality by identifying shortcomings in IDP processes and community involvement and providing alternative mechanisms and strategies in community involvement and participation in municipal affairs, IDP in particular for effective and efficient service delivery.

Thanking you in advance.

Yours faithfully

Nempumbuluni T.C.

Nempumbuluni T.C.

Researcher (082 2920 518)

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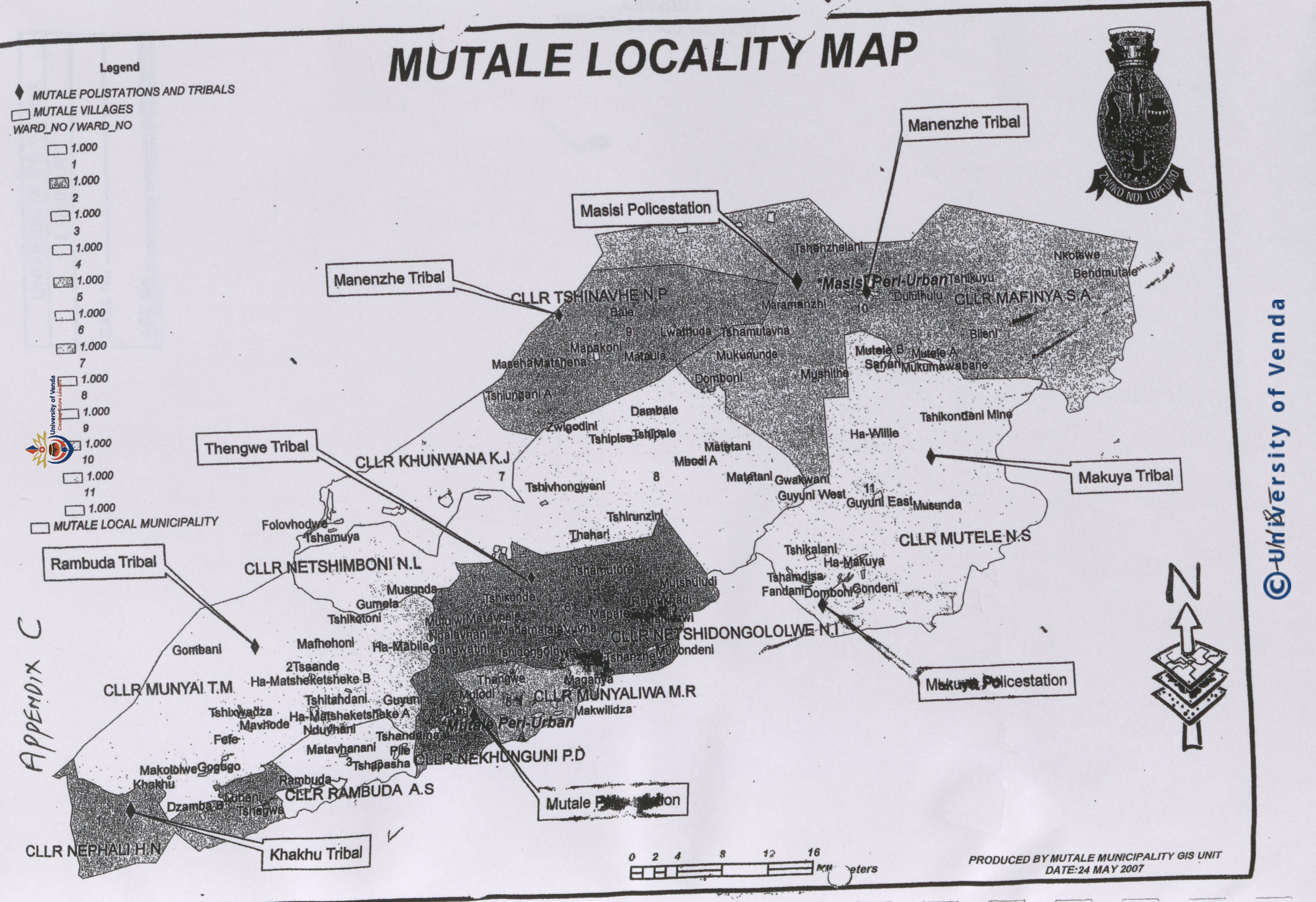
MUTALE LOCALITY MAP



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