

**TITLE: THE ROLE OF COMMUNITY PARTICIPATION IN THE INTEGRATED
DEVELOPMENT PLANNING PROCESS. A CASE STUDY OF
MAKHUDUTHAMAGA LOCAL MUNICIPALITY IN LIMPOPO PROVINCE.**

BY

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DECLARATION

I Malebana Nelson Mogoba declare that this mini – dissertation for M. Soc SC in Development Studies, hereby submitted to the North West University, is my own work and has not previously been submitted by me for a degree at this or other university. It is my own work in design and execution, and that all materials and sources used herein have been acknowledged by means of complete references.

Signed on this.....08.....day.....September.....2 at.....Mmabatho.....

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ABSTRACT

This mini-dissertation examines the role of community participation in the Integrated Development Planning (IDP) Process in the Makhuduthamaga Local Municipality; and to establish how the Municipality seek to facilitate community participation. Furthermore, the study examines whether citizens are provided with genuine opportunities to influence decision-making at the local level from the stages of prioritizing, allocation of operational expenditure and implementation of developmental projects in their municipality. In addition, constraints hindering community participation in the IDP process are also examined. Finally, the study concludes that the nature and extent of community participation in the Integrated Development Planning Process of Makhuduthamaga Local Municipality is that of consulting and informing the community but lacks effective bottom-up input from the citizens. Even though the municipality holds frequent public hearings and neighbourhood meetings with various stakeholders, the councillors and community representatives are just co-opted in the IDP Forums without any power to influence the council, while the officials retain the right to make final decisions.

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LIST OF ACRONYMS

IDP – Integrated Development Planning

MLM – Makhuduthamaga Local Municipality

UNDP – United Nations Development Programme

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

This study investigates the role of the community in the integrated development planning process of the municipality of Makhuduthamanga in the Limpopo Province. Since the first democratic elections in South Africa in 1994, the nature and functions of local government have changed drastically. The municipalities form part of the three spheres of government, which includes the national, provincial and local government. The structure of government is based on a co-operative governance framework that encourages collaboration between national, provincial and local spheres of government, in public policy setting, development planning and the delivery of services (Republic of South Africa, 1996; DPL, 1998).

However, of the three spheres of government, it is the local government that is the sphere closest to the people. As a result, it has been given the constitutional mandate to facilitate socio-economic development at the local level and provide basic social services to communities at the local level. The Constitution of the Republic of South Africa (1996) and the White Paper on Local Government (1998) envisage the local government to be developmental in nature. That is, the local authorities must be concerned with the business of facilitating socio-economic development, working in conjunction with communities in their areas of jurisdiction.

As a consequence, in South Africa local government is critical to the development process and delivery of services to communities. Since the year 2000, the South African government has developed a local system designed to ensure that citizens' participation remain at the centre of Integrated Development Planning (IDPs) and other programmes such as ward committees and community based planning. These policy frameworks were developed to facilitate the involvement of communities in their own development.

Since 1994 local government has undergone reform that are designed not only to promote democratic participation by citizens in the way they are governed but also, to make municipalities accountable to their citizens, as well as effective and efficient delivery of basic services (Chikulo, 2004; Ismail et al; 1997& Houston 2001).

The policy and legislation framework that specifically provide for the active engagement and participation of communities in local government are as follows: The Constitution of the Republic of South Africa Act, 108 of 1996, which mandates local government to ensure development and provision of services to local communities in a sustainable manner. Chapter 7, subsection 152 (1) of the Constitution state the objects of local government as being:

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

The White Paper on Local Government (1998) provides a process for integrated development planning, as well as a mechanism to enable prioritization and integration in municipal planning process, strengthen links between the development and institutional planning process. The White Paper on Local Government (1998) stipulates that municipal councillors should promote the involvement of citizens and community groups in the design and delivery of municipal programmes.

In addition, there are a number of legislations seeking to reinforce community participation in local government such as:

- The Municipal Structures Act, No 117 of 1998 which requires municipalities to put community engagement and participation at the centre of their operations. This Act

also makes provision for the establishment of Ward Committees in each municipality ward, as structures of participatory development; and

- The Municipal System Act, No 32 of 2000 which defines the nature of the administrative and legal relationship between the municipality and communities within the municipal areas in order to facilitate effective community participation. Furthermore, this Act also provides for the rationalization of municipal planning into a single comprehensive five year planning circle known as the Integrated Development Planning (IDP) as the municipalities's core management and planning instrument.

1.2 STATEMENT OF THE PROBLEM

Despite the system of local governance being transformed and the relevant policy and legal frameworks being enacted to anchor community participation in socio-economic development and delivery of basic services to the previously under-served and excluded communities, problems persist as demonstrated by the continuing service delivery protests in the country.

The continuing protests by the community members with regard to service delivery seem to be indicative of a lack of mutual consultation or involvement, empowerment and accountability of municipalities to communities in their areas of jurisdiction. Numerous official reports attest to the fact that the majority of municipalities faced and continue to face community protests by marginalised and dissatisfied communities (Amandla, 2007; Project Consolidate, 2004; State of the Municipalities, 2009; Chikulo, 2010). This means that institutions that have been established to facilitate community participation and the accountability of local authorities to their local constituents are not functioning effectively and efficiently. Therefore, facilitating community participation remains a significant challenge for most municipalities in South Africa.

1.3 OBJECTIVES OF THE STUDY

In view of the above, the aim of this study is to examine the role of the community participation in the Makhuduthamaga Local Municipality's Integrated Development Planning Process (IDP). The specific objectives of this study are as follows:

- To examine the nature and extent of community participation in the Integrated Development Planning Process of the municipality.
- To establish and examine how the Makhuduthamaga Local Municipality seek to facilitate community participation as well as the participation during the Integrated Development Plan review.
- To examine the extent to which the community of Makhuduthamaga Local Municipality have the capacity to effectively participate in the affairs of the municipality, especially during the Integrated Development Planning Process.
- To provide recommendations on how to make Integrated Development Planning process a tool with which the municipality can engage its community in its affairs.

1.4 RESEARCH QUESTIONS

The central question that this study seeks to answer is: What is the role of communities in the Integrated Development Planning process? Consequently, the following questions are going to guide this study:

- Does the community play any meaningful role in the IDP process?
- Are citizens provided with genuine opportunities to influence decision-making at the local level from the stages of prioritizing, allocation of operational expenditure and implementation of developmental projects in their municipality?
- What are the major constraints if any hindering community participation in the IDP process?

1.5 SIGNIFICANCE OF THE STUDY

There is a paucity of studies on community involvement in local governance in general and the involvement of communities in the IDP process in the Limpopo Province in particular. By focusing on the role of community participation in the Makhuduthamaga Local Municipality, and assessing the community perceptions with specific regard to the planning process, this study seeks to contribute to an understanding of the challenges facing both communities and local government in their battle for sustainable local development and effective delivery of basic services.

Furthermore, other local municipalities may learn from the findings and recommendations of this study. In this manner, the study may contribute to the practice and academic knowledge of Development Studies.

1.6 RESEARCH METHODOLOGY

This is primarily an in-depth qualitative case study. However, combinations of both quantitative and qualitative research methodologies were used to explore how the municipality seeks to involve its community in the Integrated Development Planning process. In short, the study took advantages provided by all these research methods. The quantitative method was used for data analysis and presenting data using tables, graphs and numbers.

1.6.1 Quantitative and Qualitative Methods

There are two main research methods, which are qualitative and quantitative research methods. Quantitative research is the type of research that aims at testing theories, determining facts, statistical analysis, demonstrating relationships between variables and predictions, and also lends itself to the description of opinions and attitudes and gauging the effect of one event or variable on another (Garbers 1996:282; Henning et al; 2004: 3). Thus quantitative research method entails standardised methods and techniques like experiments, surveys, structural observations and interviews that are used to realize ideals of diagnosis, treatment, control and predictions.

I used qualitative method to collect data type A as suggested by Garber et al. Qualitative uses qualifying words or descriptions to record aspects of the world in order to promote better self-understanding and increase insight into the human condition (Garber 1996: 283; Bless et al; 2000: 37). As Chardwick et al (1984: 206) point out: *“Qualitative methodology refers to those research strategies, such as participant observation, in-depth interviewing, total participation in the activity being investigated, field work, etc, which allow the researcher to obtain first-hand knowledge about the empirical social world in question. Qualitative methodology allows the research to “get close to the data” thereby developing the analytical, conceptual, and categorical components of explanation from the data itself – rather than from preconceived, rigidly structured, and highly quantified techniques that pigeonhole the empirical social world into the operational definitions that the researcher has constructed”*.

In quantitative research the focus is on large surveys, precise quantification and estimation of population to representative samples (Bulmer et al; 1993: 138).

In qualitative research, on the other hand, variables are not controlled because the researcher wants the freedom and natural development of action and representation that he wishes to capture (Henning et al; 2004: 3). As Garbers (1996: 282) puts it; *“Unlike quantitative researchers, qualitative researchers do not regard themselves as collectors of facts about human behaviour that will lead to verification and the extension of theories and enable researcher to determine causes of and predict human behaviour. In qualitative research, the emphasis is on improved understanding of human behaviour and experience. These researchers try to understand the ways in which different individuals make sense of their lives and to describe those meaning”*.

In qualitative research method, data can be collected through direct observation, an overview of different documents and artefacts, participant observation and open – ended questions; unstructured interviewing can be utilised (Garbers, 1996: 282; Gommer, 2004: 7). In this study this method is used to observe participation by the community in the Integrated Development Planning process and explain how they influence the direction and implementation of socio-economic development projects in their area.

The study is primarily interested in investigating how the community experiences the world and or how they make sense of it with specific regard to IDP in Makhuduthamaga Local Municipality; and what their perceptions are with specific regard to the participation process in their municipality.

1.7 POPULATION AND SAMPLING

1.7.1 Sample Type

A sample represents the subset of the whole population. This subset forms the unit that is investigated or studied by a researcher. Furthermore, this subset has characteristics which can be generalised to the entire population (Bless et al; 2006: 98; Saunders & Buckingham, 2004: 99, Babbie 1995: 226). For example, a sample may consist of every tenth car product produced in a factory, or every fifteenth house in a town, or 100 primary schools teacher selected from a list of trade union members (Bless et al; 2006: 98).

According to Blessing et al. (2006: 98), the advantages of using a sample as compared to collecting data on the whole population are as follows:

- Collecting data on the sample is less time consuming;
- Gathering data on a sample is less costly. This is because the costs of research are proportional to the number of hours spent on data collection; and
- Sampling is a practical way of collecting data when the population is infinite or extremely large.

Combinations of sample types were used in this study. The sample types used in this study were convenient, purposive and simple random sampling. The researcher used his own judgement about the units to be observed because he felt that these units are the most useful and representative. Specifically, this type of sample targets relevant development functionaries such as IDP Manager, LED Manager, Municipal Manager, Ward Councillors and heads of the households within the community.

A sample of this study was drawn from the constituencies that are participating in an integrated development planning Forum of Makhuduthamaga Local Municipality (MLM) and from ordinary community members. The total population concentration of MLM is about 262 005. Africans represent almost 99% of the total population-++++ under the traditional authorities. There are 146 settlements with an average household size of 4.85; an average of 2006 people per settlement and consists of 31 wards. These settlements are characterised by poor accessibility, low density and large distance between them (MLM – IDP 2009/2010: 45).

1.7.2 Sampling and Size

A total sample of 115 people was used in this study. This sample includes 100 heads of households, 9 municipal officials and 6 ward councillors. The convenient and purposes sampling methodologies were used to target municipal officials and the ward councillors, while for the heads of households a simple random sampling was used.

The following constituencies' members were targeted as respondents (sample) because the researcher felt that they serve the purpose of this study and they are in the position to provide relevant information. Table 1.1 identifies the role and purpose of each research informant group.

These respondents are represented in the Integrated Development Planning Forum of the Municipality and the researcher would like to get their opinions. These constituency members include the following: - Municipal Officials including Integrated Development Planning Manager, Local Economic Development Manager and the Municipal Manager, Chairpersons of ward committees. The sample from this purposive sampling technique consisted of fifteen municipal officials.

Table 1.1: Key research informants

ROLE PLAYERS	PURPOSE
Ward Councillors	• Participate in the IDP Representative Forum and collect information from the community for inclusion in the IDP. • Disseminate information to the community about the developmental issues as contained in the IDP and

ROLE PLAYERS	PURPOSE
	• Participate in the project implementation at their specific wards.
IDP Manager	• Is the chairperson of the IDP Steering Committee, • Coordinate the overall IDP planning and implementation process, • Monitor the overall IDP Planning and implementation process
Community Members	• Participate in their wards by providing information to the ward committee, • Participate in local meetings, and • Provide comments during the IDP advertisement period.
Municipal Manager	• Monitors and oversee the overall IDP planning and implementation process.

The simple random sampling was used to collect data from ordinary community members to probe their views on community participation within the integrated development planning process of the municipality.

For the community, the researcher used the results of the survey conducted by the Lepelle Northern Waters LTD to randomly select the households' sample. The survey results shows 549 households and their stand numbers around Phokwane village in Moria Section. These results were put on paper and then cut in pieces to separate them from each other and put in a bag. The numbers of households were selected randomly using a hand to pick each stand number without looking inside the bag that contains the household stand numbers. Stands which reflected schools, churches, clinics, shops, and petrol stations were excluded from the sample frame. As such 100 households were randomly selected, which reflected about 18% of the total stands around Moria Section.

1.7.3 Data Gathering Instruments

Two sets of questionnaires were used to collect primary data for this study, one from the municipal officials and the other from ordinary members of the community. For the community, the questionnaire was conducted on a face-to –face interview basis, while for the municipal officials the questionnaire was distributed and filled in by respondents

themselves. The type of questions asked sought to elicit data amenable to quantitative techniques as in the case of closed ended questions. In this type of questions, the people interviewed had to choose answers from the list of answers provided to them, for example, yes-no type of questions.

A questionnaire which was administered by the Researcher comprised open ended questions which were qualitative in nature. This questionnaire consisted of the demographic profile questions, as well as the questions of opinions where the people interviewed supplied their own answers.

The researcher also utilised the Municipal Integrated Development Plan, Integrated Development Planning Process Plan, Community Participation Time Schedule and other official yearly reports that show memos of notices to the public as secondary data sources.

1.8 DATA ANALYSIS AND PRESENTATION

The collected data were analysed in a narrative form, as well as in the form of tables, graphs and charts by using statistical packages like Microsoft excel and Statistical Package for Social Science (SPSS).

1.9 ETHICS

For ethical purposes and to protect the rights of the key informants a letter of intention to conduct the study within the Makhuduthamaga Local Municipality was written to the Acting Municipal Manager and Ward Councillors. The researcher again requested the Municipal Manager to inform other managers like the IDP and LED about the intended purpose of the study.

The key informants were told that the study was not for the profit making purposes, but for the academic purpose so that the researcher can fulfil his Masters Degree requirements at North West University Mafikeng Campus.

The researcher adhered to the important ethical guidelines mentioned below as elaborated by (Bless et al; 2006:142). These ethical guidelines include the following:

1. **Informed consent** – the researcher took time to explain in full to the participants what the study is all about. Furthermore, he asked the participants if they could be asked questions.
2. **Confidentiality** – the researcher made sure that the sensitive and personal information collected from the participants is protected and made unavailable to anyone other than the researcher. The data collected was at all times kept under secured conditions.
3. **Anonymity** – the researcher made sure that the data provided by the participants is not known to anyone. As such the participant's data was not associated with his/her name or any other identifier.
4. **Discontinuance** – the researcher gave the participants an assurance that they can discontinue their participation at any time without being required to offer an explanation. The participant's wish to withdraw from the study was respected at all times.
5. **Research with vulnerable population** – the vulnerable population includes children, disabled persons, unemployed persons, mentally ill persons or homeless persons. This population may have less degree of understanding to give informed consent to participate in the study and may not fully appreciate the implications of request to participate in the study. Thus the researcher was sensitive to their issues and needs.

1.10 LIMITATIONS

The study took place in a rural area where the settlements are structured and others are not structured. This made it difficult for the research to sample. To solve this challenge, the researcher targeted the semi-structured settlements to construct his sample frame and a sample.

Key municipal officials were not easy to get, since they were always attending meetings or overseeing the implementation of projects on sites. Only thirteen municipal officials out of fifteen that were targeted for this study responded to the questionnaire.

1.11 STRUCTURE OF THE STUDY

The study is divided into five chapters. Chapter 1 introduces the study, which includes the statement of the problem, objectives of the study, the central questions, and rationale of the study, methodology as well as the scope of the study. Chapter 2 provides the definition of the concepts and the brief literature review. Chapter 3 offers the socio-economic profile of the study area and the political and administration structure of Makhuduthamaga Local Municipality. Chapter 4 presents analysis and interpretations of the research findings. Finally, Chapter 5 presents conclusions and recommendations of the study.

CHAPTER TWO

DEFINITION OF KEY CONCEPTS AND LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides definition of concepts and a brief literature review on community participation in an Integrated Development Planning process of the municipality. It also highlights its benefit in development in general and in an Integrated Development Planning process in particular. Ward committees as the formal vehicle through which communities can interact and communicate with the municipality are discussed. Also discussed in the chapter are the functions of the IDP Representative Forum, IDP Stakeholders and the steps in drawing the IDP.

2.2 DEFINITION OF KEY CONCEPTS

This section provides conceptualizations of key concepts used in the analysis of this study.

- **Community**

The term community refers to a collection of people who share a common geographical location. These people would normally have a common social structure, with a sense of togetherness and community spirit. A community is therefore self-contained with the economic and daily activity taking place towards the upliftment of that particular community (Hill and Turner, 1994). In this study community refers to the people who live together within the geographical boundaries of Makhuduthaga Local Municipality.

- **Community Participation**

The concept of community participation has been defined in different ways by various developmental scholars and practitioners. The terms 'public' and 'community' are used interchangeably in this study as is commonly done in South Africa and around the world.

Buccus et al (2007: 6) for instance defines community participation as “a *process in which stakeholders influence and share control over development initiatives and the decisions and the resources which affect them*”. From this perspective, participation could be seen in the level of partnership and consultation in the integrated development planning process from needs analysis, strategy formulation, projects identification and appraisal, integration of projects and approval of the integrated development plan.

On the other hand, Van der Walt (et al; 2006: 142) emphasized that community participation is “an *active process in which the clients, or those who will benefit, influence the direction and implementation of a development project aimed at improving the welfare of people in terms of income, personal growth, independence and other values regarded as valuable*”.

According to Monaheng (2000: 128), community participation forms the basis of community development, which is directed at improving the living conditions of the people in their local communities. It is through participating actively in community development activities that people can reap the fruits of development.

A related concept is that of public participation. At a general level public participation is viewed (Rower & Frewer, 2004: 13) as “a *practice of consulting and involving members of the public in the agenda-setting, decision-making activities of organisations or institutions responsible for policy development*”.

Susan Ferguson et al. (2005: 7) add that public participation can be defined as a “*democratic process of engaging people in thinking, deciding, planning, and playing an active part in the development and operation of services that affect their lives*” and also is “an *open, accountable process through which individuals and groups within selected communities can exchange views and influence decision – making*”. This view of participation as partnership and consultation in the development process is endorsed by other scholars (Buccus et al; 2007: 6; Anstein, 1969: 216; Bekker, 1996: 134).

It is evident that the concept of public participation and community participation are closely related in the development process. As Maphunye et al. (2005: 114) correctly point out as *“the process by which the efforts of the people themselves are united with those of the governmental authorities to improve the economic, social, and cultural condition of communities, to integrate these communities into the life of the nations, and to enable them to contribute fully to national progress”*.

- **Integrated Development Plan**

An integrated Development Plan is an arrangement by the municipality, which shows its intentions of how and when it wants to improve the living conditions of its community, how much will be needed to improve the living conditions of its communities, what it would take to improve the living conditions of its communities and how the surrounding land should be used for various socio-economic purposes. This arrangement firstly takes into consideration the existing level of living conditions in communities and the municipal wealth in terms of various resources. At the end it shows the course of action of how all these will be achieved.

As Maphunye et al. (2005:135) and Municipal System Act 2000, (5) (25) point out *“Integrated development planning is a single, inclusive and strategic plan for the development of the municipality, which links, integrates and coordinates plans and takes into account proposal for the development of the municipality; aligns the resources and capacity of the municipality with the implementation of the plan and forms the policy framework and general basis on which annual budgets must be based”*

- **Local Government**

Local government *“is that level of government which is commonly defined as a decentralised, representative institution with general and specific powers devolved to it by a higher tier of government within a geographically defined area”* (Bekker, 1996: 16; Ismail, Bayat, Meyer, 1997).

Again, local government can be defined as “*a political subdivision of a nation or state which is constituted by law and has substantial control of local affairs, including powers to impose taxes or to extract labour for prescribed period. The governing body of such an entity is elected or otherwise locally selected*” (Ismail et al, 1997)

Similar to local government is the local authority. This is defined as “*an organisation comprising elected and appointed officials, which operates within a specific geographical area to provide services for its local community*” (Ismail et al, 1997).

Local government and local authority all refer to the municipality. These institutions which are sometimes referred to as “*local authorities*” or “*municipalities*” can independently exercise legislative and executive authority within the specific demarcated area of jurisdiction; they consist of political structures, the administration of the municipality and the community (Van der Walt et al; 2007:48). The South African government defines local government as “*an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government: Municipal Demarcation Act, 1998; which consist of the political structures and administration of the municipality; and the community of the municipality; functions in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers and administration and its community; and has a separate legal personality which excludes liability on the part of its community for the actions of the municipality*”(DPL 1998)

- **Local Governance**

Van der Walt et al. (2007: 32) define local governance as “*a process in which governing outcomes depend on the interactions of a complex set of institutions and actors drawn from, but also outside local government*”. This definition puts key elements of local governance in a nutshell. It mentions the importance of the creation of partnerships, networks and other organisations with civil society that are involved in governing.

Governance as Maphuye et al;(2005: 64) put it is a “*process which comprises of mechanisms, processes and institutions through which collective decisions are made and*

implemented, the public, groups and communities pursue their visions, articulate their interests, exercise their legal rights, meet their obligations and mediate their differences”.

For the purpose of this study, local governance refers to both local government, the network of local development councillors, Non-Government Organisations and Community Based Organisations (Chikulo: 2004:130).

- **Developmental Local Government**

To reverse this legacy of apartheid that is characterised by the lack of access to adequate housing, health care, education, food, water and social security, the developmental local government must play a central role in representing the communities, protecting human rights and meeting the basic needs of ordinary people. The developmental local government must also focus its efforts and resources on improving the quality of life of communities especially communities that are most often marginalised or excluded, that is, women, disabled and the very poor (DPL,1998)

Section B of the White Paper of Local Government (DPL, 1998) defines developmental local government “*as local government committed to working with citizens and groups with the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives*”. For example, the municipality can involve its community in an integrated development planning process so that the poor themselves can identify things that make them not access amenities and also come with reasonable solutions to these poverty challenges.

2.3 LITERATURE REVIEW: COMMUNITY PARTICIPATION AND INTEGRATED DEVELOPMENT PLANNING

2.3.1 Community Participation and Integrated Development Planning

The literature on community participation and public participation in development in general emphasize the instrumental and positive nature of the process on the sustainability of projects (Du Mhango, 1998: 14; Smith, 1978: 281; UNDP, 1993: 22).

The main argument is that participation in general results in empowerment and ownership of development projects by communities.

Du Mhango (1998:14) argues that in any democratic society, true democracy and pragmatic social and economic development can only be fully cherished where ordinary people or grassroots communities are empowered to be the masters of their own destiny. Ordinary people or grassroots communities can be empowered through the process of public participation during the development of municipal integrated development plan.

The process of public participation involves a two – way interchange of decision making, views and preferences. This process should not be confused with consultation or involvement. Public participation should be understood in a sense of participating in decision making, the implementation of development programmes and projects, in the monitoring and evaluation of development programmes and projects and in sharing the benefits of development (Maphunye et al; 2005: 19).

2.3.2 Community participation and development

The literature highlights the fact that participation can take a variety of forms. For instance, people may participate in development activities by providing information about the community, taking part in identifying needs, problems, and priorities, taking part in deciding about developmental goals, policies and strategies, or assuming responsibility and accountability for development actions (Kotze, 1997: 52).

In the context of development projects, participation is generally promoted not only to enhance project efficiency but also empowerment by building the capacity of beneficiaries to manage and control development activities on a sustained basis and empowerment means that people's skills are improved so that they can become more effectively involved in the development process. It is argued that the community itself knows what the prevailing situations are and what problems are being experienced; the community therefore knows best how to deal with its circumstances or problems. It thus means that empowerment also means that the community can make its own decisions and take actions as regards its own needs and actual conditions. Participation, therefore, is

ultimately an empowering process, enabling people to have an increasing measure of control over their own lives (Kotze, 1997: 52; Van der Walt et al; 2006: 142; Maphunye et al; 2005: 21; Du Mhango, 1998: 6).

2.3.3 Community Participation in Local Governance

As Du Mhango (1998:6) points out, empowerment is a process of giving the people or communities at the lower or grass root level full legal powers to determine, decide and do for themselves what they want in a self-reliant manner with little intervention from outside. This process is normally accompanied by enabling regulatory environment and supportive resources from the authorities or any other sources. In the case of local government for example, the municipality should create systems, policies and structures to facilitate community participation.

In South Africa policy and legislative frameworks have been put in place to facilitate participation process. To this end the following are relevant for the purpose of this study:

- The Municipal Structures Act No 117 of 1998, Chapter 4 part 4: empower municipalities to establish ward committees through which organised communities can participate in local government activities. Ward committees may make recommendations on matters affecting the ward councillor or to the Council through the Ward Councillor.
- The municipal System Act 2000, Chapter 4 calls on municipality on municipalities to develop culture of governance that works hand in hand with elected leadership – hence Act to develop mechanisms and procedures for community participation. Section 5 (1) set out the rights and duties of member of the local community – i.e the right to contribute to decision-making process of municipalities.
- The Constitution of the Republic of South Africa Act No 108, 1996, Chapter 7, Section 152 provides for democratic and accountable local government but also calls for the direct involvement of communities and community organisations in the operations of local government.

- The White Paper on Local Government (DPL,1998) demands that local government actively structure the participation of citizens, not only as voters holding elected officials accountable for the policies they are empowered to promote, but also that citizens express their views “before, during and after policy developments to ensure that policies reflect community preferences as far as possible”.

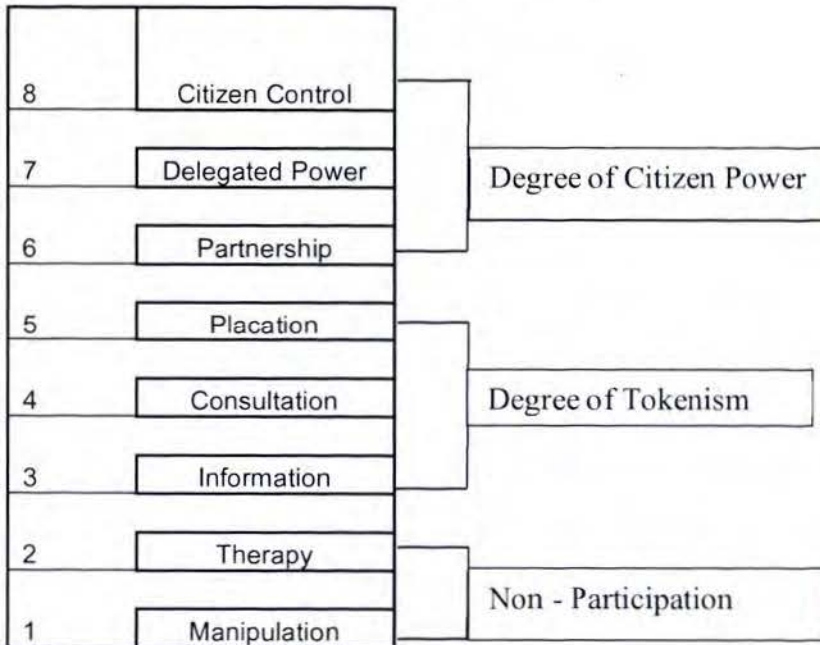
In short, under the new democratic dispensation, community participation is supposed to take place through Ward Committee system, IDP Forums, and other forums. In South Africa therefore, community participation is enshrined in the Constitution and other legislation thereby making participation a fundamental right of all people. It is through these committee networks that the public is supposed to engage and influence local governance (Chikulo, 2004; Van Donk, 2008; Furguson, 2007).

2.3.4 The Ladder of Citizen Participation

Arnstein (1969: 217) developed a typology to analyse the levels or degrees of participation. We feel that the diagram below (figure 2.1) may be usefully utilized to examine the degree of participation in a local municipality. The bottom of the ladder consists of two rungs which are Manipulation and Therapy. They describe the levels of non-participation and were planned to substitute genuine participation. The main objective of these two rungs is not to enable people to participate in planning or conducting programs, but to enable power holders to “educate” or “cure” the participants (Arnstein 1969: 217). The power holders in this regard could be the municipal council officials or political leaders, while the community or public is regarded as the powerless group.

•••

Figure 2.1: Arnstein ladder of citizen participation



(Source: Sherry Arnstein 1969: 217)

The next three rungs (3 & 4) which include placation, consultation and information, involve dialogue with the public. This is because the public sometimes have the right to be heard, even if they do not take a part in decision-making. This is a stage when those in power start to give poor people a “voice” and for the poor people to know the programmes of those in power. The type of communication which one finds in this stage of ladder is that of one-way from the authority through mechanisms such as pamphlets, announcement, posters, local authority annual report; it involves a two-way exchange which is characterized by attitude surveys, neighbourhood meetings and public hearings, the co-option of citizens sitting on committees but with power holders retaining the right to make final decisions (Burns et al; 1994: 157).

At the highest degree of tokenism is placation (stage 5). This is the stage where the ground rules of those in power allow the “have-not” to advice, but retain for the power holders the continued right to make decisions (Arnstein, 1969: 217).

To the top of the ladder are levels of citizen power with increasing degree of decision-making influence (stage 6, 7, & 8). At these levels citizens can enter into partnership with the power holders to enable them to negotiate and engage in trade-offs. At the level of delegated power and citizen control, the have-not citizens obtain increased degrees of decision-making or full managerial power and service provision (Arnstein, 1969: 217).

Although the above typology by Arnstein (1969: 17) focussed primarily on the relationship between citizens and specific government programmes, Burns et al. (1994: 158) adapted it to the examination of participation in local government. In view of this the typology can be relevant to the analysis of community participation in the IDP process of the municipality.

2.3.5 The Role of Community Participation in the Integrated Development Planning Process of Local Government

The Makhuduthamaga Local Municipality highlights the involvement of communities in its affairs as one of the main futures in the development of an IDP. As such it followed the Municipal Structure Act No 117 of 1998, which makes a provision for the municipality to establish structures for community participation. Formal structures such as ward committees were formed (MLM IDP 2009/2010: 18). The municipality consists of thirty one wards with each having a ward committee and one IDP Forum.

Ward committees compose of the representatives of a particular ward. They are made up members who represent various interests within the ward and are chaired by the ward councillor. These ward committees are formal channels of communication and interaction between communities and municipalities. They are the advisory bodies formulated within the sphere of civil society to assist the ward councillor in carrying out his or her mandate in the most democratic manner possible (DPL, 2005: 20)

Furthermore, the Ward Committee Resource Book (DPL, 2005: 20) points out that the role of ward committees as to raise issues about the local ward to the ward councillor and they act as a link between the councillor and the community. These committees on behalf of the community have a say in decisions, planning, projects, the Integrated Development

Planning, performance management and allocation of funds that the council or municipality may decide on that will affect the ward. They again play a significant role in informing municipal performance management and budgeting

2.3.6 Why is it necessary to do Integrated Development Planning (IDP)?

Du Mhango (1998: 4) points out that the integrated planning tries to combine all the spatial area's development sectors and modules like economic, social, institutional, political, technical and environmental at various spatial levels into the planning process, so as to arrive at a coherent development programme and budget. Thus Maphunye *et al* (2003: 135) point out that it is through the integrated development planning that the municipality is guided and informed about all planning and development, and all decisions with regard to planning, management and development.

In terms of the Municipal System Act No 32 of 2000, the formulation of an Integrated Development Plan is a legal requirement in order for a municipality to meet its developmental role as outlined in the Constitution of the Republic of South Africa. The Department of Provincial and Local Government (DPL, IDP Guide pack2000: 5) requires every municipality to adopt an integrated development plan because of the following reasons:

- It helps to make effective use of scarce resources by focusing on identified and prioritised local needs taking into consideration local resources and also by searching for more cost – effective solutions. The scarce resources are used by addressing the causes, rather than just allocating capital expenditure for dealing with symptoms.
- It helps to speed up delivery in the municipality by giving the direction as to where the most needed investment should be made; getting the buy-in of all relevant role-players for implementation; providing deadlock breaking decision-mechanisms; and arriving at realistic project proposals taking into consideration limited resources.
- It helps to attract funds because where there is a clear municipal development plan, private investors and sector departments are willing and confident to invest their

money because the IDP is an indication that the municipality has a development direction.

- It helps to strengthen democracy and hence institutional transformation because decisions are made in a democratic and transparent manner, rather than by a few influential individuals.
- It helps to overcome apartheid legacy at local level by promoting integration of rural and urban areas, different socio-economic groups, places where people live and work.
- It promotes intergovernmental coordination by facilitating a system of communication and coordination between local, provincial and national sphere of government (DPL, IDP Guide pack, 2000: 5).

2.3.7 Stakeholders in the Integrated Development Planning Process

The stakeholders in the integrated development planning process include the following (MLM IDP 2009/2010):

- The municipality's officials as the integrated development planning guides the development plans of the local municipality. The integrated development planning is not only a function of the municipality's Planning Department but the function of all the departments within the municipality. As a result all departments have to get directly involved in the integrated development planning process;
- The District Municipality which assist in providing the district framework, assist in capacity building, and also ensures the alignment of plans;
- The Councillors because the integrated development planning gives them an opportunity to make decisions based on the needs and aspirations of their constituencies. They have to play a leading role in the IDP process. They have to participate therefore to ensure that their community's issues are well reflected and addressed;

- Communities and other stakeholders because the integrated development planning is based on the community needs and priorities. Therefore, communities have the chance to participate in identifying their most important needs. Other stakeholders may include civil society groups that are fighting for the rights of unorganised groups, professionals, youth, women, people with disabilities, traditional leaders and ward committee representatives; and
- National and provincial sector departments because many government services are delivered by provincial and national government departments at local level. For example, the department of correctional services can build police stations and also supply personnel, department of health build clinics, and department of education together public works can build schools (MLM IDP, 2009/2010).

There are many role players in the IDP process of a municipality, each of whom have specific roles and responsibilities to fulfil. However, for the purpose of this study our primary focus is on the role of the communities in this process.

2.3.8 Integrated Development Planning Representative Forum

The Integrated Development Planning Representative Forum is established to encourage the participation of communities and other stakeholders in the affairs of local authorities. The composition of the Integrated Development Planning Representative Forum includes the following (DPL 2007):

- The members of the executive committee of the council;
- Councillors including district councillors;
- Traditional leaders;
- Ward committee representatives;
- Heads of departments and senior officials from municipal and government departments;
- Representatives from organised stakeholder groups;

- People who fight for the rights of unorganised groups, for example, gender activist or environmental activists;
- Resource people or advisors; and
- All influential people..

The specific functions of Integrated Development Planning Representatives are as follows:

- To provide an opportunity for stakeholders to represent the interests of their constituencies,
- To provide a structure for discussion, negotiations and joint decision making,
- To ensure proper communication between all stakeholders and the municipality, and
- To monitor the planning and implementation process (DPL, 2007: 61-62).

2.3.9 Integrated Development Planning Process and Community Participation

The process of developing an integrated development plan involves a number of consecutive steps which are interrelated and interdependent. The five phases of the integrated development planning process which include analysis, strategies, projects, integration and approval are elaborated as follows(DPL IDP Guide Pack):

Phase 1: Analysis

Purpose: At this phase the municipality undertakes the situational analysis so that information on existing conditions can be collected. The challenges which are identified are assessed and prioritised in terms of what is urgent and what needs to be done first.

Processes: Collected data on service standards gaps is analysed. Participatory problem analysis and issues prioritisation including an in-depth analysis related to identified priority issues in relation to the community dynamics, causal factors and resources is undertaken.

Output: At the end of the analysis phase the municipality should have information on the existing level of development, priority issues or problem statement identified; understand the nature, dynamics, causes of these issues; and understanding of available resources.

Participation: The methods for participation that the municipality can utilize during this phase include community meetings organised by the ward councillor, stakeholder meetings, surveys and opinion polls about getting views on how people feel about a particular issue.

Phase 2: Strategies

Purpose: To ensure a broad inter-sectoral debate on the most appropriate ways and means of tackling priority issues, with regard to policy guidelines and principles, available resources. This stage involves the development of a vision and mission for the local municipality, development objectives are defined, strategies are developed, and projects are then identified.

Processes: Inter – sectoral workshop processes are utilized as a forum to open discussions on ways and means of dealing with the priority issues and problems. All affected local representatives and representatives from relevant provincial and national agencies and corporate service providers have to attend to ensure well informed and well facilitated strategic debates and also to ensure that cross – boundary issues and inter-government/sectors alignment issues are taken care of.

Outputs: A Developed Vision which refers to the ideal situation the municipality would like to achieve in the long term once it has addressed the problems outlined in phase one. This could include issues such as local economic development, housing, agriculture, water and sanitation, adult basic education and poverty alleviation.

The outputs include:

- Developed Strategies which refer to instruments that the municipality could use to get where it wants to see itself in the long term once it has worked out where it wants to go and what it needs to do to get there.
- Project Identification during which the municipality identifies the relevant projects. These projects could be in areas such as housing, water, sanitation, nutrition, roads etc, including tentative financial framework for projects.

Participation: The integrated development planning Forum. During this stage the public debates centre on what can work best in solving identified problems, as well as a meeting with affected communities and stakeholders is convened.

Phase 3: Projects

Purpose: To ensure a smooth planning and delivery framework by providing an opportunity for detailed and concrete project planning process done by project task teams of professionals and relevant stakeholders who provide proposals with tentative target deadlines, technical standards, locations, time horizons and cost estimates. This phase affords the sector specialists their appropriate role in the planning process, thereby contributing to a smooth planning – implementation link. During this phase the municipality works out the design and content of projects identified during phase 2. Clear details of each project has to be worked out in terms of who the beneficiaries are for the project, how much is it going to cost, how the project is going to be funded, how long would it take to complete, and who is going to manage the project.

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

Output: The project proposals prepared should highlight the following outputs: Indicators for objectives, projects output with targets and location, major activities and timing, responsible agencies, cost and budget estimates and sources of finance.

Participation: Representatives of stakeholders are appointed to the project subcommittees. This allows feedback with regard to the progress made in certain projects to the community.

Phase 4: Integration

Purpose: During this stage, projects are integrated. This is to ensure that the results of project planning are checked for their compliance with the municipality's vision, objectives, strategies and resources and ensure that they are harmonised. The harmonisation process results in a consolidated spatial, financial and institutional framework for smooth implementation. The municipality should also have overall strategies for issues like dealing with AIDS, poverty alleviation and disaster management, housing. All these functional strategies should be integrated with the overall integrated development plan.

Process: The Task Teams have to make presentations of project proposals to the IDP Representative Forum and be followed by discussions. Where necessary, revisions by Project Task Teams are carried out and thereafter revised proposals are compiled. This phase offers the municipality an opportunity to harmonise the projects in terms of contents, location and timing in order to arrive at consolidated an integrated development programme for the municipality.

Output: At the end of this phase there is a clear programme of action in relation to the following:

- Revised project proposals for priority projects and other projects;
- 5 –year financial plan with all sources of finance;
- 5- year capital investment programme with all sources of finance;

- 5 – year municipal action plan for municipal management;
- Integrated spatial development framework;
- Integrated programme for local economic development, environmental issues; poverty alleviation, gender equity and HIV/AIDS;
- Institutional plan for implementation management;
- Consolidated monitoring and performance management system;
- Reference to specific sector plans; and
- Disaster management plan.

Participation: All the members of the Integrated Development Planning Forum are supposed to participate in this phase.

Phase 5: Approval

Purpose: After compiling all the information from phase one to phase four, the integrated development plan is presented to the council for approval. This is to ensure that, before adoption 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 legitimacy, support and relevance. The Council may then adopt a draft IDP for public comments before approving a finalised integrated development plan.

Processes: The approval process takes the form of the discussion of the Draft IDP in the Municipal Council, provision is made for public to comment on the draft IDP, amendments are made in line with comments, the Municipal Council approves the IDP Plan, it is aligned with the District level and also with provincial and national level to check legal compliance, sector alignment and feasibility check as well as professional feedback before final approval by the council.

Participation: During this phase the municipality can facilitate public participation through public discussions and consultation with the communities and stakeholders.

Final Outcome: An IDP document which has the support of the municipality, the residents in the municipal area, the district council and all relevant agencies in charge of implementation of programmes and projects within the municipal area of jurisdiction and which is approved by the Municipal Council is produced.

This process involves mainly two parties, which are the local government and the community. The community plays an important part in this regard because meaningful planning can be achieved only if there is co-operation between local government and community. Another reason to engage community in the planning process is for them to approve goals and means to achieve them since this would affect their own development. Therefore to achieve all these outcomes, public discussions and the involvement of the public at the different stages of the planning process should be compulsory (Bekker et al; 1996:133). It is therefore crucial for the community to participate in phase 1, and 5 of the IDP process so as to put forward their needs and see if their situation challenges were taken into consideration by the municipality when drafting the Integrated Development Plan before it got adopted by the Council.

2.4 SUMMARY

This chapter reviewed the relevant key concepts in order to set the context to the study followed by a brief literature on community participation in local governance. Finally, the chapter discussed steps and the role of community participation in the Integrated Development Plan; the stakeholders and their roles and also highlighted as to why the municipality should adopt the IDP.

CHAPTER THREE

THE SOCIO-ECONOMIC PROFILE, THE ADMINISTRATION AND POLITICAL STRUCTURE OF MAKHUDUTHAMAGA LOCAL MUNICIPALITY

3.1 INTRODUCTION

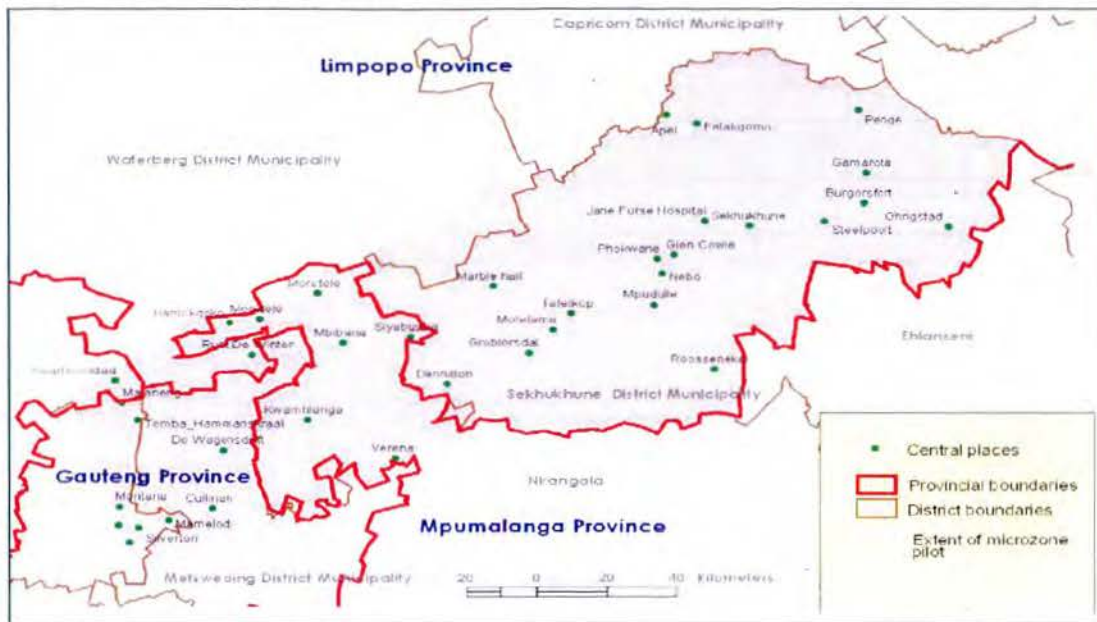
This chapter provides a socio-economic profile and the administration and political structure of the Makhuduthamaga Local Municipality.

3.2 SETTLEMENTS PATENS AROUND MAKHUDUTHAMAGA LOCAL MUNICIPALITY

Makhuduthamaga Local Municipality (MLM) falls under the Greater Sekhukhune District Municipality. It is situated 144km south of Polokwane and 161 km north of Middleburg. The municipality comprises mainly rural settlements, shopping complexes, small-scale mining areas, tourism areas and agricultural services. Historical and other places of interest include: Mantje Masemola Environment Centre, Komane Pitjaneng Game Reserve, Ekuthuleni Community Park Centre, Lesedi Game Reserve, Maepetja Cave, Phaahla Traditional Head Kraal, and Leolo Mountains (Gaffney & Cassim: 2008, MLM – IDP 2009/2010)

Map 3.1 shows the boundaries of Makhuduthamaga Local Municipality.

Map 3.1 Municipal Boundaries



(Source: www.csir.co.za)

The municipality has identified four nodes where development should be focused, namely, Jane Furse, Schonoord, Nebo / Phokwane and Masemola / Apel Cross (Gaffney & Cassim: 2008). The distribution of settlements, particularly the smaller ones, has been highly influenced by policies of colonialism and apartheid. Very few settlements are self – sustaining and therefore rely on external resources. The rural settlements, informal settlements and traditional villages are on state or tribal land. These settlements are poorly developed with few or no basic services and infrastructure (Gaffney & Cassim: 2008, MLM – IDP 2009/2010)

3.3 BREAKDOWN OF NUMBER OF HOUSEHOLDS

The table 3.1 shows the breakdown of households by dwelling type in the Makhuduthamaga Local Municipality. Many households (72.6%) are on a separate stand or yard and are made of brick.

Table: 3.1: Breakdown of the Number of Households by Dwelling Type

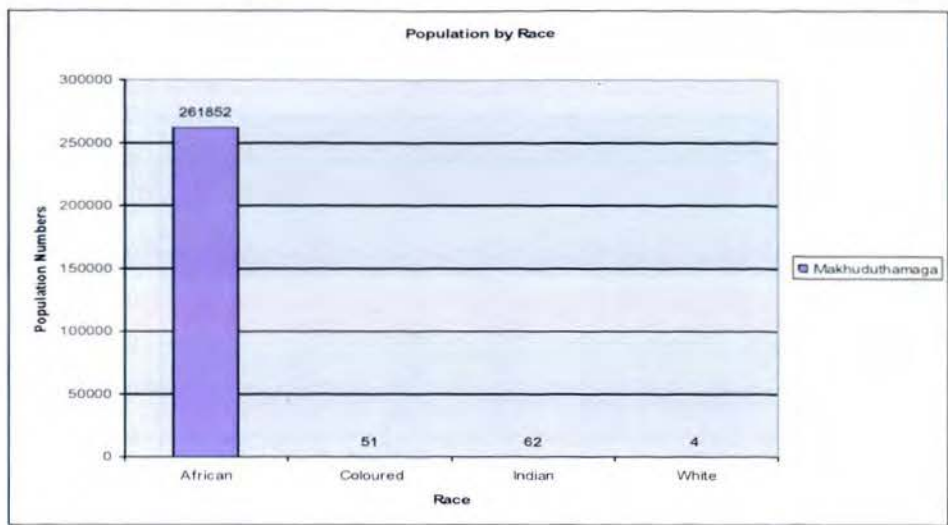
Dwelling Type	Number	Percentage
House or brick structure on a separate stand or yard	38 949	72.6%
Traditional dwelling /hut/ structure made of traditional material	7 442	13.9%
Flat in block of flats	61	0.1%
Town /cluster/semi-detached house	-	0%
House/flat/ room in back yard	3 863	7.2%
Informal dwelling /shack in back yard	574	1.1%
Informal dwelling / shack not in back yard e.g. in an informal / squatter settlement	1 524	2.8%
Room/ flat let not in back yard but on a shared property	470	0.88%
Caravan or tent	-	0%
Private ship / boat	-	0%
Workers hostel / bed / room	225	0.4%
Other	547	1%
Total	53 654	100%

Source: Community Survey 2007/ Statistics South Africa, 2007 (updated)

3.4 POPULATION DISTRIBUTION AROUND THE MUNICIPALITY

The municipal landscape is about 2 096.62 km² with the total population concentration of about 262 005. Africans represent almost 99% of the total population who lives under the traditional authorities. There are 146 settlements, with an average household size of 4.85; an average of 2006 people per settlement and consists of 31 wards. These settlements are characterised by poor accessibility, low density and large distance between them (MLM – IDP 2009/2010: 45).

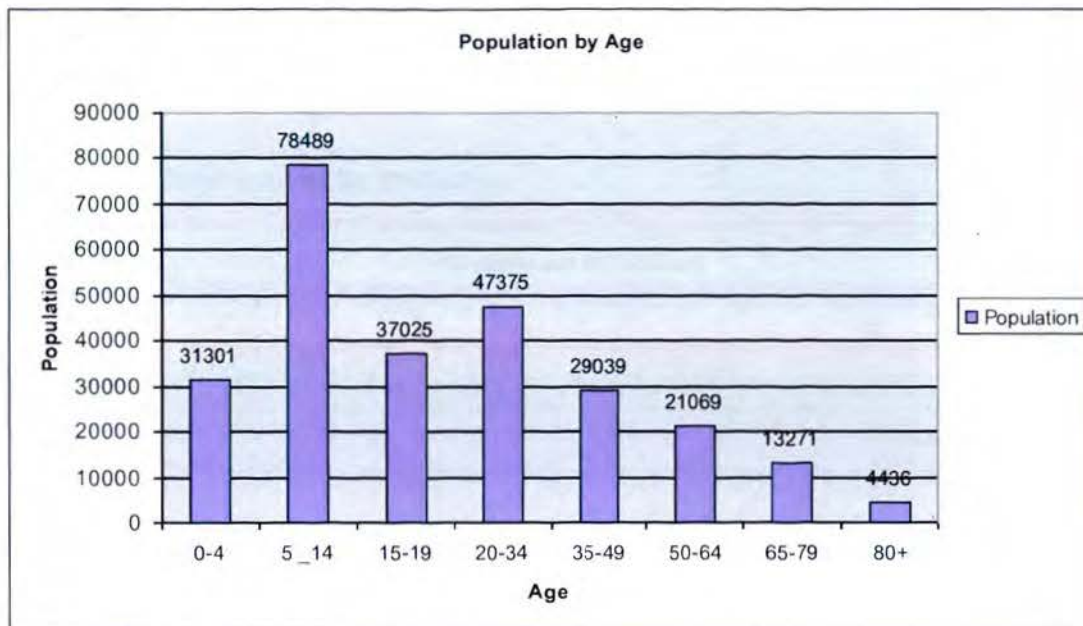
Graph3.1 Population by Race



Source: Gaffney's. Local Government in SA 2008.

The minority groups are concentrated around the mining areas, hospitals and business nodes such as Nebo and Jane Furse (Gaffney& Cassim: 2008). There is high proportion of females than males in the municipality. Females represent about 56.6 per cent, while the male represent about 43.3 per cent of the total population. The main reason for this trend could be labour migration to economic centres such as the metropolitan areas of the Gauteng province (MLM – IDP 2009/2010).

Graph3.2 Population by Age



Source: Gaffney's, Local Government in SA 2008

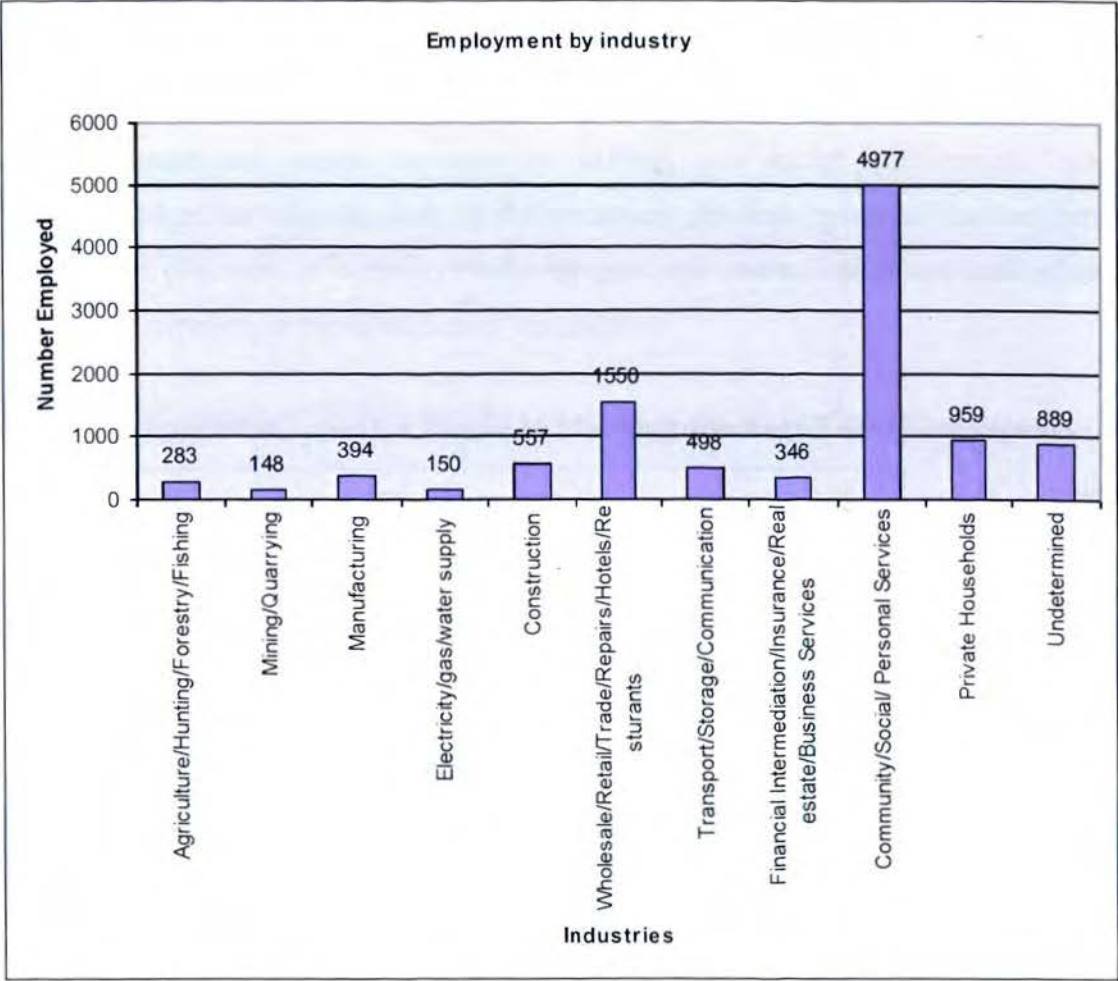
3.5 ECONOMY OF THE MUNICIPALITY

The Sekhukhune District Municipality is considered to be the most economically depressed in the Limpopo Province. The agricultural sector has not grown sufficiently to stabilise the local economy and there is almost complete lack of any viable economic base. Other constraints are a lack of skills and capital for economic investment, as well as low level of education. As a result of a local economy which is unable to provide remunerative jobs or self-employment opportunities, most people are very poor and there are generally low levels of disposable income.

Many households rely on income earned in the informal sector. LED projects include stone crushing, a bakery, arts and craft centres, as well as multipurpose centre (Gaffney's Local government in SA: 2008). As a result of high unemployment rate in the municipality which is between 60 and 75 per cent, it means that there should be a high dependency rate where a lot of people would depend on government grants (MLM – IDP 2009/2010).

The majority of the economically active population are employed in the service sectors, which is dominated by municipal departments such as health, local government, education and justice. Many households rely on social grants (Gaffney & Cassim; 2008).

Graph 3.3 Employment by Industry



Source: Gaffney’s. Local Government in SA 2008

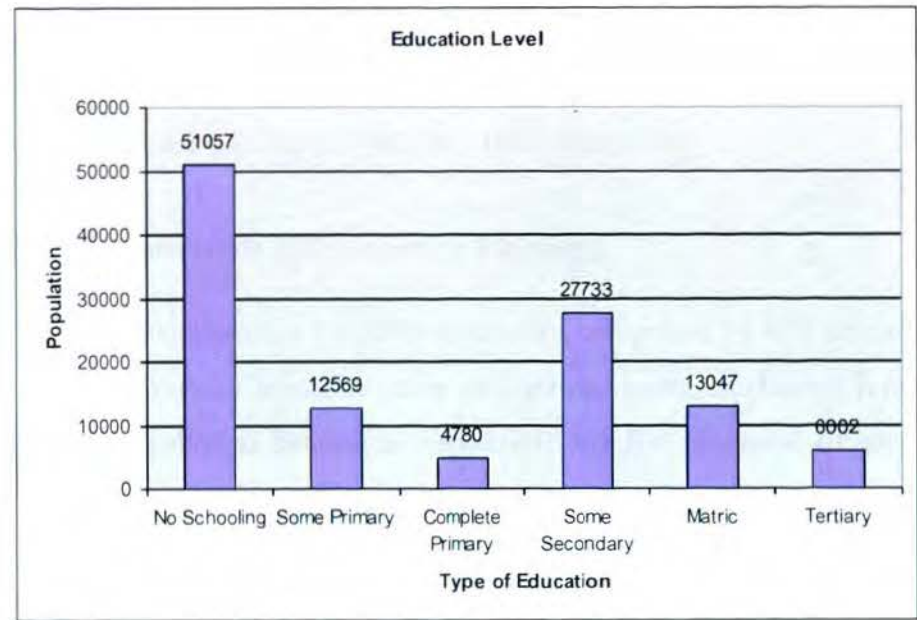
3.6 LEVEL OF EDUCATION

A large proportion of the population has no elementary education (Figure 3). A significant portion of those with a basic education have only attended primary school, while only 11% have completed grade 12. The graph above shows that only population of about 6 002 were able to attain tertiary education. The municipality has 277 schools.

The trend that is shown by the figure 3 below indicates that the municipality is facing with a challenge of producing home brewed technical or professional staff. This means that the municipality will rely on importing technical and professional skills from elsewhere, while the main drawback in this case is that such staff may not be easily retained (MLM – IDP 2009/2010: 36).

According to the (MLM –IDP 2009/2010: 37), the main challenges that impede the attainment of proper education are insufficient schools or classes, inaccessible school facilities, inadequate human resources or staffing, poor social environment, lack of relevant subjects in schools, lack of the necessary physical resources and equipment, demoralized educators as a result of redeployment and rationalization and lack of active parents participation in the education of the children.

Graph 3.4 Education Level for People in Makhuduthamaga Local Municipality



Source: Gafney’s, Local Government in SA 2008.

3.7 POVERTY LEVEL IN THE MUNICIPALITY

The poverty levels in Makhuduthamaga Local municipality as measured by the deprivation index of about 3,858. The municipality is also ranked number one by the District Health Barometer. This means that the deprivation in the municipality is

significantly high and unacceptable. The deprivation index is calculated from all the local authorities using the following sets of indicators: total unemployment, male long term unemployment, recipients of income support grants, residence not receiving income support, recipients of council tax benefit, dependent numbers of children income support recipients, standardized mortality rates of population under 75, low educational attainment (percentage of 16 years old with no GCSE passes or gaining passes at GCSE at grades D-G only), derelict land, weighted home insurance premiums, households lacking basic amenities, households in non-permanent accommodation, and overcrowded households, which means more than one person per room (MLM – IDP 2009/2010: 36).

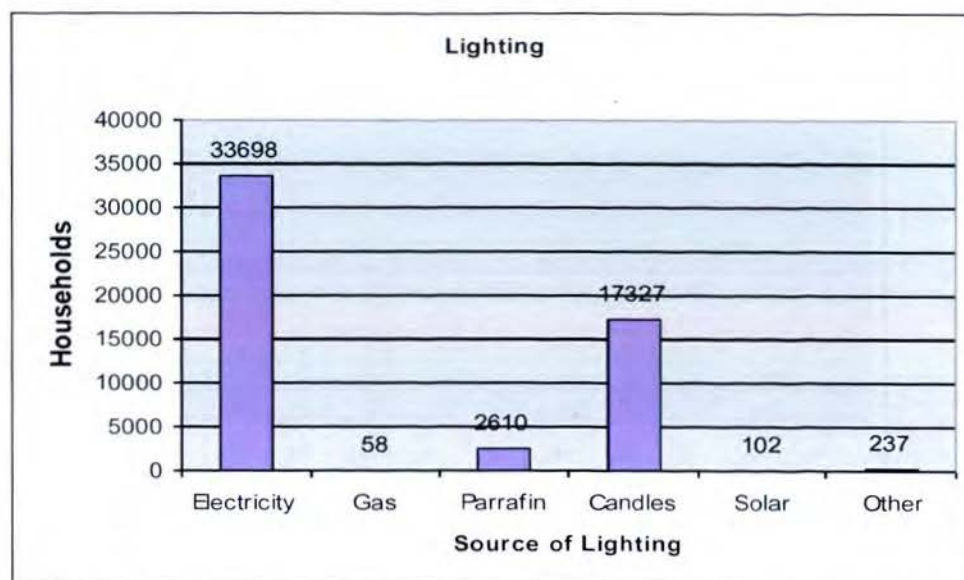
3.8 MUNICIPAL SERVICE LEVELS BY HOUSEHOLD

Historically, the Makhuduthamaga Local Municipality has had little access to basic services. However, since the establishment of the municipality in December 2000, a number of improvements have been recorded in the delivery of basic infrastructure for water, sanitation and electricity. The municipality has 53 654 households. The average household size stood at 5.3 (MLM – IDP 2009/2010).

3.8.1 Households with Access to Lightning

The Makhuduthamaga Local Municipality comprises 54 033 households with different municipal service levels in terms of lighting, water, sanitation, refuse disposal and the type of dwellings. Eskom is responsible for the provision of electricity in the area. Negotiations are in progress to provide free basic electricity to the poor. The backlog in electricity provision is large. Only approximately 64% of households have electricity (Gaffney & Cassim; 2008).

Graph 3.5 Households with Access to Lighting

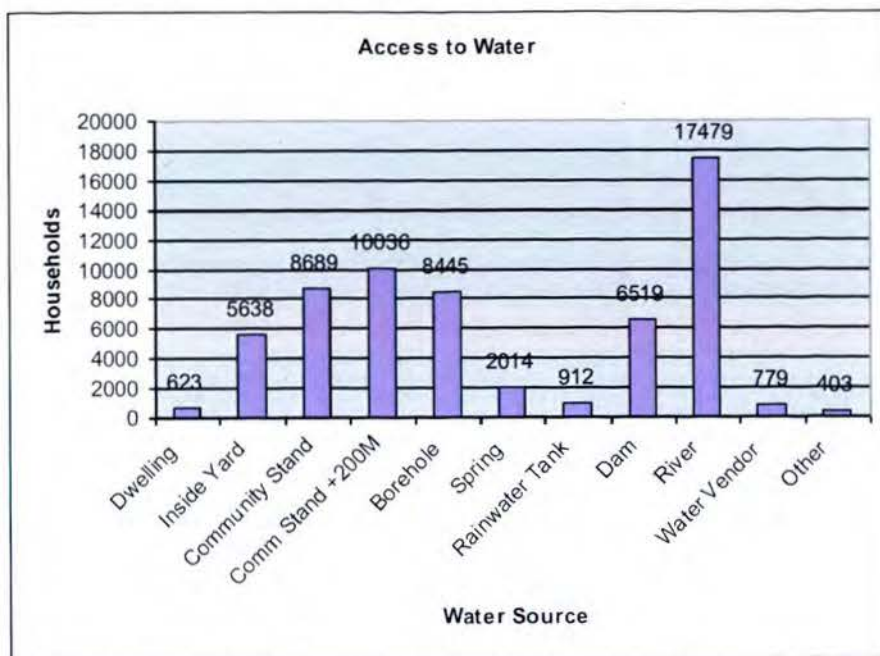


Source: Gaffney's, Local Government in SA 2008.

3.8.2 Access to Water

Makhuduthamaga Local Municipality utilises three types of water sources: surface water and borehole schemes for bulk distribution and reticulation, and natural streams which provide untreated water. Four dams provide domestic water: Vergelegen, Nkadimeng, Piet Gouws and Flag Boshielo. Due to the limited availability of ground water, a dam may be built along the Steelpoort River to augment Vergelegen Dam. The Municipality is implementing water supply schemes in six clusters: Mashabela, Ngwaritsi, Nebo, Manganeng, Leolo and Schonoord; as well as in extensions to existing schemes for Flag Boshielo and Vergelegen (Gaffney & Cassim; 2008).

Graph 3.6 Households with Access to Water

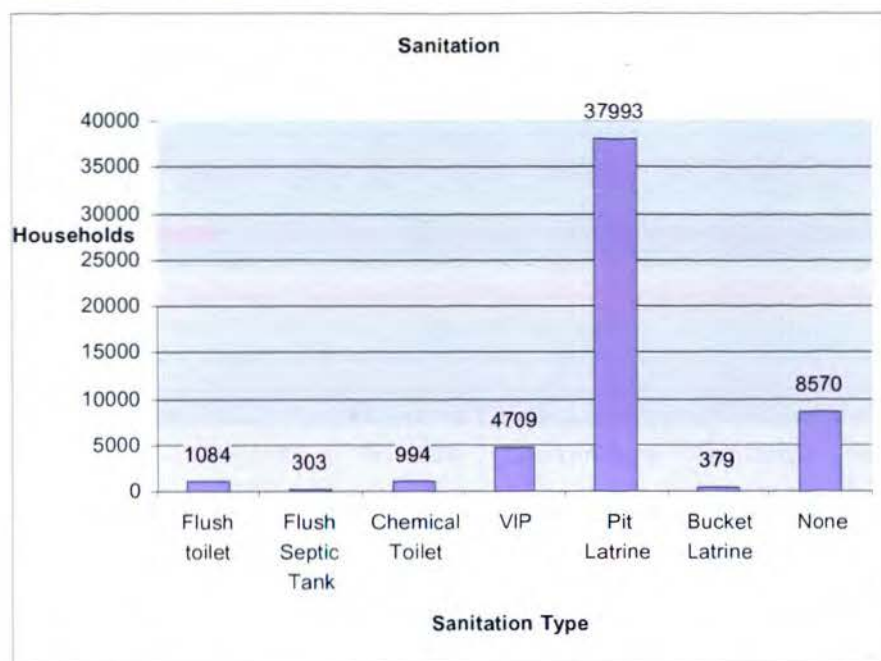


Source: Gaffney's, Local Government in SA 2008.

3.8.3 Households with Access to Sanitation

Sanitation projects are being implemented by sector departments through the Greater Sekhukhune District Municipality. There are two sanitation types: Waterborne and ventilated pit latrine. About 379 households are still using the bucket systems and 16% (8 570 households) do not have any type of sanitation. The backlog is huge because projects are not linked to water schemes and communities do not see sanitation as a top priority (Gaffney & Cassim; 2008).

Graph 3.7 Households with Access to Sanitation

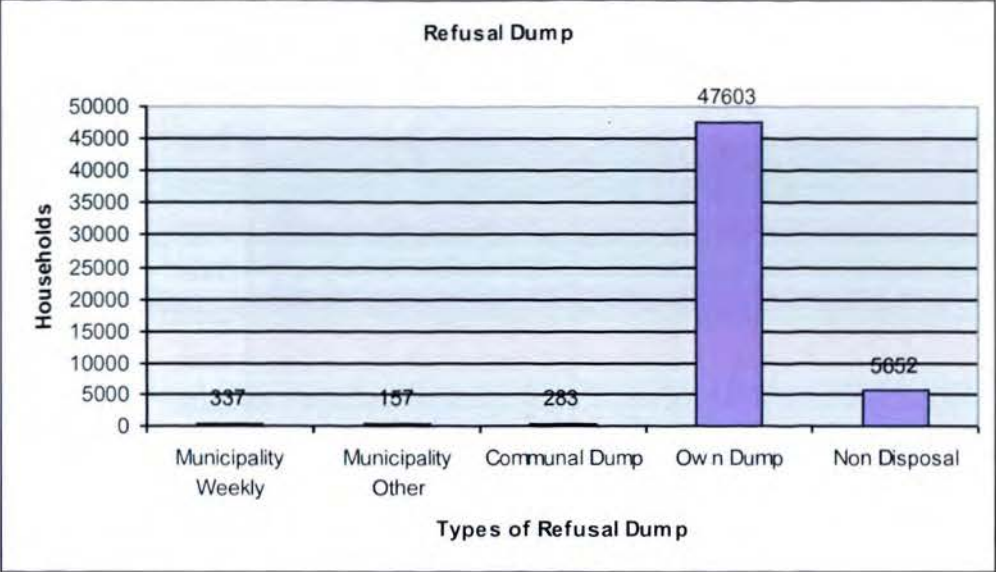


Source: Gaffney's. Local Government in SA 2008.

3.8.4 Households with Access to Refuse Disposal

The Makhuduthamaga Local Municipality has got minimal refuse removal service. The majority of the households utilise their own dumps for this purpose. These are usually located within individual household properties. From the graph above it could be seen that about 47 603 of the total households utilises their own dumps (Gaffney & Cassim: 2008).

Graph3.8 Households with access to Refuse Removal

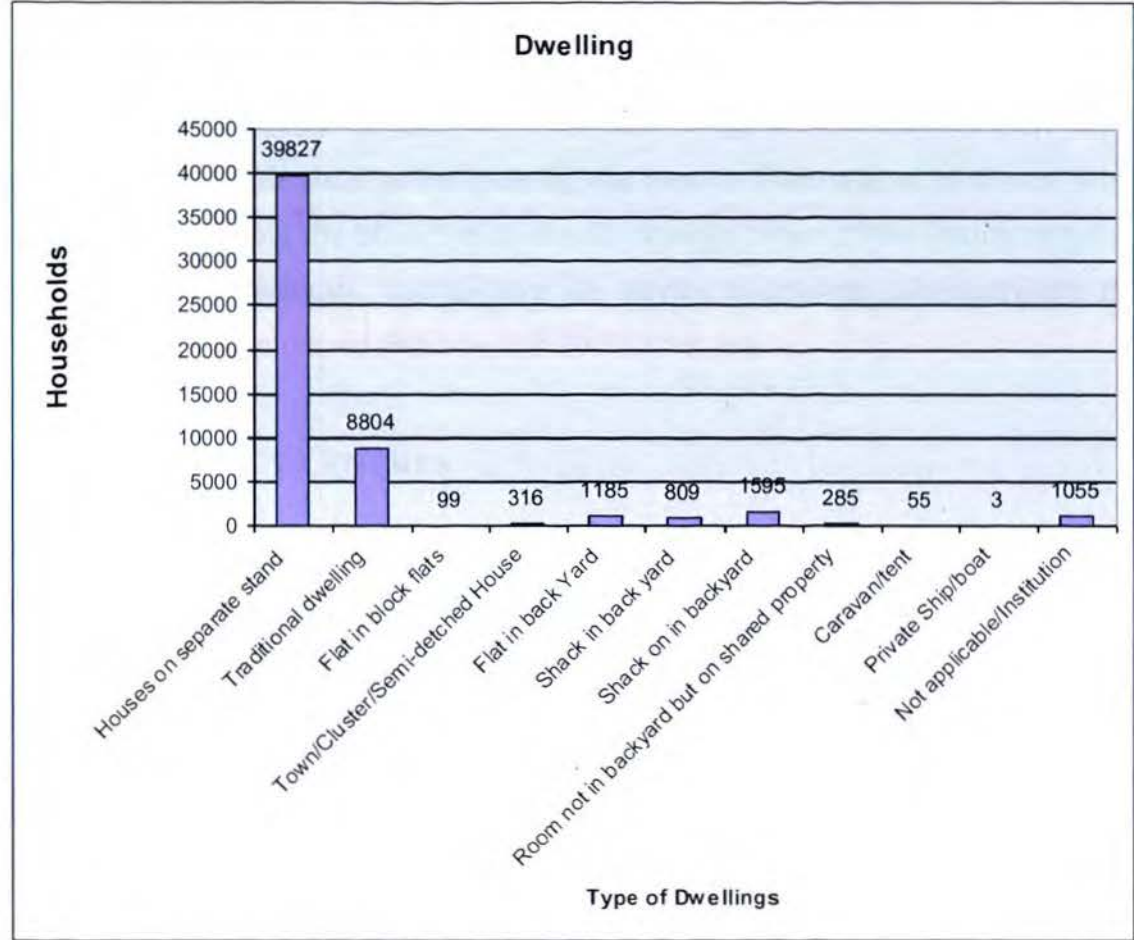


Source: Gafnney’s, Local Government in SA 2008

3.9 TYPE OF DWELLINGS

The bulk of the dwellings are formal houses on sites, followed by the traditional dwellings. There is an enormous housing backlog in the Makhuduthamaga Local Municipality (Gaffney & Cassim: 2008).

Graph 3.9 Households by Type of Dwelling



Source: Gaffney's, Local Government in SA 2008

3.10 HEALTH FACILITIES IN THE MUNICIPALITY

Social services are handled by tribal authorities in the region, but the process of aligning activities is being addressed. Access to health facilities in the municipality is poor. There is one clinic for every 17 000 people. The medical and health facilities within the Makhuduthamaga Local Municipality include, Dichoeung Clinic, Eensaam Clinic, Jane Furse Mobile Health Service, Klipspruit Clinic, Magalies Clinic, Marishane Clinic, Marulaneng Clinic, Manganeng Clinic, Mamone Clinic, Mampana Clinic, Marulaneng Clinic, Phaahla Clinic, Phokoane Clinic, Probeerin Clinic, Schoonoord Clinic, St Rita's Hospital, St Rita's Mobile Health Service, Jane Furse Hospital and New Jane Furse Hospital (Gaffney & Cassim: 2008). All in all, the municipality has 27 clinics.

According to the Council for Scientific and Industrial Research (CSIR), “the planning standards require that there should be one clinic for every 5000 people”. However, for Makhuduthamaga Local Municipality the population is at 262 728. Therefore a total of 53 clinics were supposed to have been provided. At the present moment there are 27 clinics plus 12 mobile clinic points meaning that there is a shortage of 26 clinics. Where clinics are to be built, the Municipality should consider issues of the density of people, accessibility and centrality, and to have the service functioning adequately the road network should be improved (MLM – IDP 2009/2010: 39).

3.11 COMMUNITY CENTRES

The Municipality does not have any community centre where the people could acquire information they need about the government.

3.12 SPORT AND RECREATION

The Municipality does not have sports facilities because of the rural nature of the spatial area. The community is forced to share sporting facilities with schools. There is no competition where sporting activities are taking place. This is because of lack of funding and the quality of the field themselves (MLM – IDP 2009/2010: 41).

3.13 SOCIAL DEVELOPMENT FACILITIES

The Makhuduthamaga Local Municipality does not have social facilities to assist the vulnerable individuals. The hospitals and police stations are utilized as service points for social development related issues like counselling and victim assistance programmes (MLM – IDP 2009/2010: 41).

Figure 3.1: Political and Administration structure of Makhuduthamaga Local Municipality

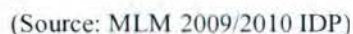


Figure 3.1 above shows the administrative and political structure within the Makhuduthamaga Local Municipality. The Council comprise of the Mayor, Speaker and the Chief Whip which manages variety of portfolio committees.

The Municipal Manager is tasked among others with the management of the IDP from preparation phase to the implementation phase and he reports to the Council in the Mayor’ Office. These include preparation of the Process Plan; day to day management of the planning process; chairing of the Steering Committee; managing the consultants; and the implementation of the IDP afterwards.

In addition to the IDP, he is also responsible for managing various directorates including Infrastructure and Planning; Corporate and Shared Services; Community and Shared Services; and Finance.

The IDP Management of the municipality consists of the IDP Steering Committee, IDP Managers Forum and IDP Representative Forum. The IDP Steering Committee consists of Heads of Departments within the municipality who are responsible for the preparation of technical reports and formulation of recommendations. This Committee is chaired by the IDP Manager and also consists of chairperson of portfolio committees and their deputies.

Table: 3.2: The Composition of the IDP Steering Committee

Composition of the IDP Steering Committee	Chaired by: Municipal Manager Secretariat: Official of the Municipality Composition: Heads of the following departments and their deputies: • Planning and Economic Development • Finance and Treasury • Community and Social Development • Infrastructure • Corporate affairs
---	---

	Executive Council consisting of the chairpersons of portfolio committees and their deputies • Portfolio committee: Corporate affairs • Portfolio committee: Finance • Portfolio committee: Community Development • Portfolio committee: Local Economic Development • Portfolio committee: Planning • Portfolio committee: Infrastructure
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On the other hand, the IDP Representative Forum guarantees community participation and consultative approach during the IDP Process of the municipality. All players and interested groups at all levels of the society are represented in this forum including the ward councillors who represent the ward committees. The community is represented in this forum and participates at various phases of the IDP Process.

Table: 3.3: The Composition of the IDP Forum

The composition of the IDP Forum The municipality consists of one IDP Forum, one IDP Steering Committee, 31 Ward Committees, 310 Ward Committee Members and 31 Ward Councillors.	Chair by: Executive Mayor Secretariat: IDP Manager Composition: Heads of the following departments and their deputies from the Municipality: • Planning and Economic Development • Finance and Treasury • Community and Social Development • Infrastructure • Corporate affairs
---	---

	Executive Council consisting of the chairpersons of portfolio committees and their deputies • Portfolio committee: Corporate affairs • Portfolio committee: Finance • Portfolio committee: Community Development • Portfolio committee: Local Economic Development • Portfolio committee: Planning • Portfolio committee: Infrastructure Provincial Sector Departments – Heads / Senior Officials 31 Ward Councillors 62 Ward committee Members Traditional Leaders within the Municipality Sector Agents NGOs CBOs Private Sector Organised Groups: Youth, Churches, Women, Disabled
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IDP is a political instrument and its process is chaired by the Mayor or anyone appointed on his/her behalf and the secretariat duties are performed by the IDP Steering Committee. The municipality consists of thirty one (31) wards each with a ward committee and a ward councillor (31) and one IDP Forum consisting of various stakeholders.

Table: 3.4: The Composition of Ward Committees

The composition of Ward Committees 31 Wards 31 Ward Committees	Each ward elects the ward committee members from the communities it represents. • Each ward committee consists of 10 members • The Municipality consists of 310 ward committee members
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3.15 SUMMARY

This chapter provided the socio-economic position of the Makhuduthamaga Local municipality with reference to the population, types of settlements, economy, the level of employment, educational level and status of basic services. The chapter also discussed the political and the administration structure of the municipality.

4.1 INTRODUCTION

This chapter examines the IDP process as outlined by the Makhuduthamaga Local Municipality and required by the legislation. It also examines the IDP Process time lines; who initiate the process; who are involved at different phases of the process and community participation. The chapter also gives the analysis of the findings of the survey from both the municipal officials and the community members

4.2 INTEGRATED DEVELOPMENT PLANNING PROCESS AND COMMUNITY PARTICIPATION FOR MAKHUDUTHAMAGA LOCAL MUNICIPALITY

The Section 21 (1) (b) of Municipal Finance Management Act of 2003 prescribes that the Mayor of a Municipality must at least **10 months before** the start of the financial year, table in the council a time schedule outlining key deadlines for the preparation, approval and review of the Integrated Development Plan. The Local Government Municipal Systems Act of 2000 also prescribes the process to be followed by municipality to draft its IDP.

The schedules below as reflected in table 4.1; 4.2; and 4.3 show the time table for the community and stakeholder's consultation on matters that affect their local area and the process that shows the preparation of the IDP. These include Makhuduthamaga Local Municipality 2009/10 IDP Process Plan, Community consultation on their desired needs and Stakeholders Consultation schedule.

The municipal officials interviewed reported that the IDP Process was initiated and led by the Mayor of the municipality as required by the Municipal Finance Management Act of 2003. Table 4.1 shows that the IDP Planning Process of the Makhuduthamaga Local Municipality started in July 2008 and ended in May 2009.

As required by the Municipal System Act No 32, 2000, members of the community were consulted at various phases of the planning process to review the IDP on a draft which had already been drawn up by Consultants and also to get comments and inputs. Table 4.2 and 4.3 show the time schedules whereby the IDP Officials from the municipality were facilitating

community participation at various venues and times around the municipality for the preparation of the IDP 2009/2010.

Table 4.1: Makhuduthamaga Local Municipality Draft 2009/2010 IDP Process Plan

Activities	Month	Participants
Review and finalization of the IDP process plan with the guidance of the Municipal Finance Management Act and Municipal Systems Act. Consultation on the District framework and process plan with all stakeholders. Tabling of the IDP process plan as well as framework	July 2008	Municipal Manager / IDP Manager IDP Steering Committee
IDP process plan made public. Needs analysis, prioritization and project identification at ward level. Presentation of community needs/issues to IDP Managers Forum.	August 2008	Executive Council IDP Steering Committee Municipal Manager
Presentation of the status quo to the 1 ST Municipal IDP Representative Forum.	September 2008	Municipal Manager, IDP Manager, IDP Representative Forum
Review/development of strategic priorities, review of vision and mission Determination of strategic objectives for service delivery and development for the next three years budget including review of provincial and national sector and strategic plans. Quarterly review of 2008/9 budget and IDP and related policies.	October 2008	Municipal Manager / IDP Manager; IDP Steering Committee; Chief Financial Officer; Executive Council
IDP Forum meetings to consider the preliminary drafts of the IDPs. Presentation of proposed projects including sector departments to the 2nd IDP Rep forum. Consolidation of programme/projects from sector departments.	November 2008	IDP Representative Forum; Municipal Manager; IDP Steering Committee; Executive Council
Tabling of Annual report to Council. Oversight Committee appointed by council to consider annual report. Finalize draft IDP.	December 2008	IDP Steering Committee; Chief Financial Officer; Municipal Manager/IDP Manager
Midyear performance review, review IDP and related policies. Review and draft changes to the IDP.	January 2009	IDP Steering Committee; Executive Council; Municipal Manager/ IDP Manager
Submission of the draft IDP and plans for the next three years to Management, Exco and Portfolio committees.	February 2009	Municipal Manager / IDP Manager
Issue notice of Council meeting to consider proposed IDP. Tabling of the Draft IDP to Council. The tabled documents are sent to prescribe organs of state.	March 2009	Office of the Speaker; IDP Steering Committee; Municipal Manager/IDP Manager
Community participation and stakeholders' consultation on the Draft IDP. Exco and IDP Steering committee consider all submissions emanating from consultative meetings. Public comments and comments from other organs of state are taken into cognizance and where the need be, amendments are effected to the IDP.	April 2009	IDP Representative Forum; IDP Steering Committee; IDP Manager/Municipal Manager

Activities	Month	Participants
Tabling of IDP to Council for final approval. Copies of the approved IDP and Top Layer SDBIP are made available for the public. Service delivery implementation plan and performance agreements are submitted to the Mayor.	May 2009	Executive Council, Municipal Manager / IDP Managers Forum

4.2.1 Process and Outcomes from Table 4.2

The Municipal Systems Act, No 32 of 2000 requires municipalities to consult communities when drafting the Integrated Development Plan (IDP) or a Budget. During the months of September and October 2008, the municipality started community consultation meetings to prepare the IDP 2009/2010 as shown in table 4.2. Community members of Makhuduthamaga Local Municipality from all 31 wards raised challenges that need to be addressed by the municipality to overcome their socio-economic needs. It is at this phase where each ward committee came up with a bulk of projects that should be included in the IDP and the officials promised to include projects suggested by community members.. Below is an example of some of the needs and related projects raised in some of the wards:

1. Ward 01
 - FBE – Program not visible in villages. No proper roads, Bridges and storm water drainages inside villages.
2. Ward 02
 - Sanitation project in their area incomplete.
3. Ward 07
 - No proper bridge in Dikatore to help learners to cross river during rainy days.
4. Ward 02
 - No proper roads especially to grave yards.

After the consultation with the community, the IDP Manager together with the project task team compiled all the bulk of projects from the ward committees and presented it to the IDP Manager' Forum. The IDP Manager drew the draft IDP while taking into consideration the municipal budget for that particular year and the projects that could be accommodated by the budget. This draft IDP was then presented to the IDP Representative Forum by the IDP Manager. At this stage the community was represented by the chairperson of the wards, and the ward councillors

Table 4.2: Makhuduthamaga Local Municipality 2009/2010 Consultation Process with Community Members on Community Needs.

Date	Wards	Ward Councillor	Contact No	Venue	Time	Facilitation
23/09/2008	19	KgolokoNkgonyeletse	082 305 7041	Madibong Tribal	09H00	NtobengMaphila
	11	Mosotho John	084 938 4614		12H00	NtobengMaphila
	18	ChabediPetrus	082 857 3259	Arethabeng Primary School	15H00	NtobengMaphila
	22	SeganeNaume	082 973 0211		09H00	Phasha/Mankge
	17	Seloga Abram	082 578 7949	ManganengT .Office	12H00	Phasha/Mankge
	23	NtobengMohube	082 349 8903	Maseleseng Primary	15H00	Ntobeng /Maphila
30/09/2008	10	MankwaneMashengwaneng	082 857 3144		09H00	Ntobeng/ Maphila
	15	PhokaneAlleta	082 849 5339	Mamone Tribal Office		
	09	Mohlala Nancy	082 567 1669		12H00	Ntobeng /Maphila
	21	Manaleng Joyce	082 776 1929		15H00	Ntobeng/ Maphila
	16	Lerobane Paulina	082 857 3175		09H00	Phasha/Mankge
01/10/2008	14	Tshehla Ben	082 305 7038		12H00	Phasha/Mankge
	21	Manaleng Joyce	082 776 1929		12H00	Ntobeng/ Maphila
	20	Mosehle Macdonald	082 305 7026		15H00	Ntobeng/ Maphila
	01	Matuludi Abel	082 857 3165		09H00	Phasha/Mankge
	02	Boshielo Jackson	082 857 3179		12H00	Phasha/Mankge
	03	Ramaila Cathy	082 857 3252		15H00	Phasha/Mankge
02/10/2008	04	Matjomane Moses	082 857 3258		09H00	Ntobeng/ Maphila
	05	Mankge Herman	082 820 2349		12H00	Ntobeng/ Maphila
	06	Choma Abel	082 710 4256		15H00	Ntobeng/ Maphila
	07	LetagengTebogo	082 220 5669		09H00	Phasha/Mankge
	08	Malaka Jonas	082 431 4085		12H00	Phasha/Mankge
	24	Maletl Edward	082 305 7025		15H00	Phasha/Mankge
07/10/2008	25	Bahula Mina	082 642 3642		09H00	Ntobeng/ Maphila
	26	MarekwaNtshehi	082 960 1625		12H00	Ntobeng/ Maphila
	27	Diale Elizabeth	082 845 7652		15H00	Ntobeng/ Maphila
	28	Masemola Hudson	082 857 3150		09H00	Phasha/Mankge
	29	Masemola Joyce	082 680 3116		12H00	Phasha/Mankge

08/10/2008	30	Mampane Abel	082 352 4800		09H00	Phasha/Mankge
	31	Mokomane Emily	082 531 2797		12H00	Phasha/Mankge

4.2.2 Process and Outcomes from Table 4.3

Before the IDP 2009/2010 was adopted by the council in May 2009, it was made public and the community was invited to review it. The reviewing of the IDP was undertaken to assist the municipality to make sure that what was in the draft IDP 2009/2010 was the true reflection of community needs that were raised by various ward committees during the early stages of the IDP Process as reflected in table 4.2 above. The reviewing process also gave the opportunity for both the municipality and the community to interrogate the IDP until the agreement is reached to which projects to prioritise.

Table 4.3: Makhuduthamaga Local Municipality 2009/2010 IDP Review Stakeholders Consultation Time Frames and Venues.

Date	Time	Wards	Venue	Target
29 April 2009	10H00	A11	Municipal Chamber	Magoshis / Mangaka
	14H00	A11	Municipal Chamber	Business Youth Women Disabled
05 May 2009	09H00	1-9	Moreko High School	Ward cluster
06 May 2009	09H00	12,13,14,15,16,17,22	Peter Nchabeleng	Ward cluster
07 May 2009	09H00	10,11,18,19,21,23,24,20,25	Municipal Chamber	Ward cluster
11 May 2009	09H00	26,27,28,29,30,31	Makgwabe Community Hall	Ward cluster
27 May 2009	09H00	A11	Council chamber	Adoption

Table 4.3 shows the schedule that was followed by the Makhuduthamaga Local Municipality when it was reviewing its draft 2009/2010 IDP by various stakeholders before it was adopted by the council during April / May 2009.

The Municipal Systems Act, No 32 of 2000 requires municipalities to consult communities when drafting the IDP/Budget. Makhuduthamaga Local Municipality in compliance with the above mentioned legislation; the following community participation meetings were held:

Table 4.4: Cluster Meetings

Cluster	Ward	Date	Time	Venue
1. Phokoane	1-9	14 April 2008	10H00	Moreko High School
2. Schoonoord	12,13,14,15,16,17,22	15 April 2008	10H00	Peter Nchabeleng
3. Jane Furse	10, 11,18,19,21,23,24	17 April 2008	10H00	Rob Ribas Hall
4. Masemola	20,25,26,27,28,29,30,31	18 April 2008	10H00	Makgwabe Community Hall

Table 4.5: Sectors Meetings

Date	Venue	Time	Sector
24 April 2008	Phaahla Community Hall	09H00	Traditional Healers and Church Leaders
24 April 2008	Phaahla Community Hall	14H00	Disabled, Projects, Youth and NGO's

Table 4.4 and 4.5 above show the time schedules and venues for community consultation meetings with clusters and sectors by the Makhuduthamaga Local Municipality during the year 2008 / 2009 to review the Draft IDP 2008/2009 in compliance with Municipal Systems Act, No 32 of 2000.

4.3 RESPONSES FROM COMMUNITY MEMBERS

4.3.1 Profile of Respondents

This section provides the profiles of respondents and their perceptions on community participation in the Integrated Development Planning Process of the municipality.

Table 4.6: Age Distribution of Respondents

Age Category	Number of Respondents	Percentage of Sampled Population
18-25	11	11%
26-33	21	21%
34-41	21	21%
42 and above	47	47%
Total	100	100%

The researcher targeted members of the households who were of age eighteen years and above and also willing to participate in the study. Out of the total sample of 100 households interviewed, 47% indicated that they were in the age category 42 years and above. 21% reported to be in the age group 34 to 41 and 26 to 33 at the same time while only 11% of the respondents reported to be in the age category of 18 to 25 years. Figure 4.1 shows the age distribution of respondents.

Figure 4.1: Age Distribution of Respondents

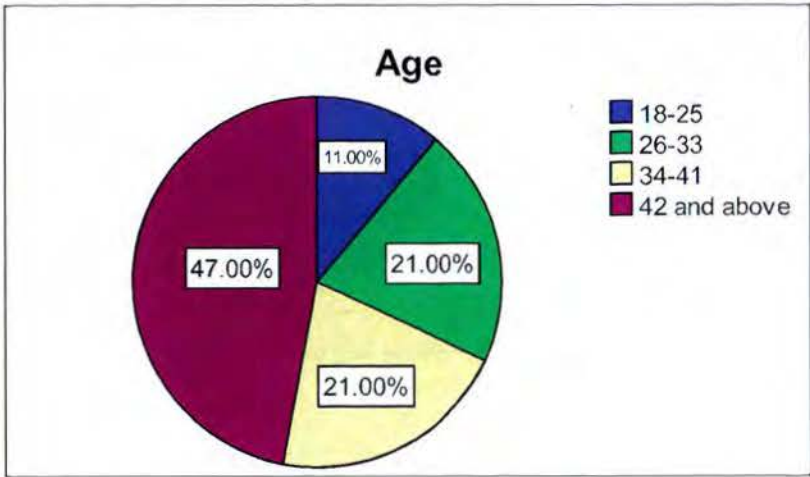


Table 4.7: Gender of Respondents

Gender	Total number	Percentage of sample population
Male	34	34%
Female	66	66%
Total	100	100%

The majority of the respondents were females, who represented 66% of the total sample, while males represented 34% of the total sample.

Table 4.8: Marital Status of Respondents

Marital Status	Total Number in Terms of Marital Status	Percentage of Sample Population
Married	51	51%
Single	40	40%
Widowed	9	9%
Divorced	0	0%
Separated	0	0%
Total	100	100%

51% of the total respondents reported to be married, 40% reported were single while only 9% were widowed.

Figure 4.2: Marital Status of Respondents

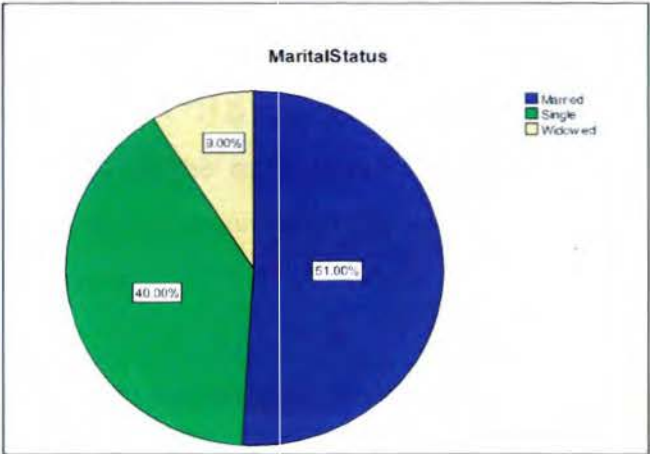
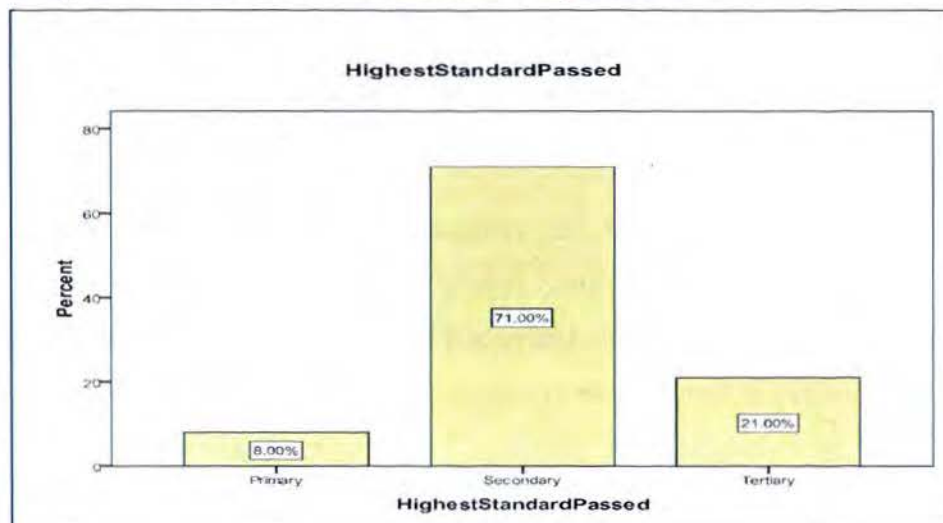


Figure 4.2 shows the marital status of the respondents.

Graph 4.1: Education Standards of Respondents



In terms of educational standards as reflected by figure 4.3 above, most of the respondents (71%) reported to have acquired the secondary education. This was followed by 21% of the respondents who reported to have acquired tertiary education. The insignificant number of the respondents (8%) reported to have acquired primary education.

Table 4.9: Employment Status of the Respondents

Employment Status	Total Number in Terms of Employment Status	Percentage of Sample Population
Employed	29	29%
Unemployed	62	62%
Self Employed	5	5%
Unemployable	4	4%
Total	100	100%

The majority of the respondents reported to have been unemployed by the time of the survey. This represents 62% of the total respondents, while those who reported to have been employed represent 29% of the total sample. According to Learn to Earn (2009:6), the “unemployed are people within the economically active population or labour force who did not work during the seven days prior to the interview; want to work and are available to start some work within four weeks after interview and have taken active steps

to look for work or start some form of self-employment in the four weeks prior to the interview". In addition the expanded definition of the term drops the third criterion, to include those people in the population, who have not actively sought work, whatever the reason. These people are often termed "discouraged jobseekers".

On the other hand, the unemployable as elaborated by Poswell (2002) in her post-apartheid South Africa Labour Market Status Report, were the older unemployed with poor qualifications and living in deep rural areas. Furthermore, improving their skills so that they can go into the labour market is not reasonable since they will not make high rates of return in the economy.

From the total sample of 100 households, 43% reported to have only one member of the household employed, while 19% and 13% reported to have two and three members of the household employed respectively. However, 20% reported to have no member of their household employed in any kind.

Graph 4.2: Employment Status of the Respondents

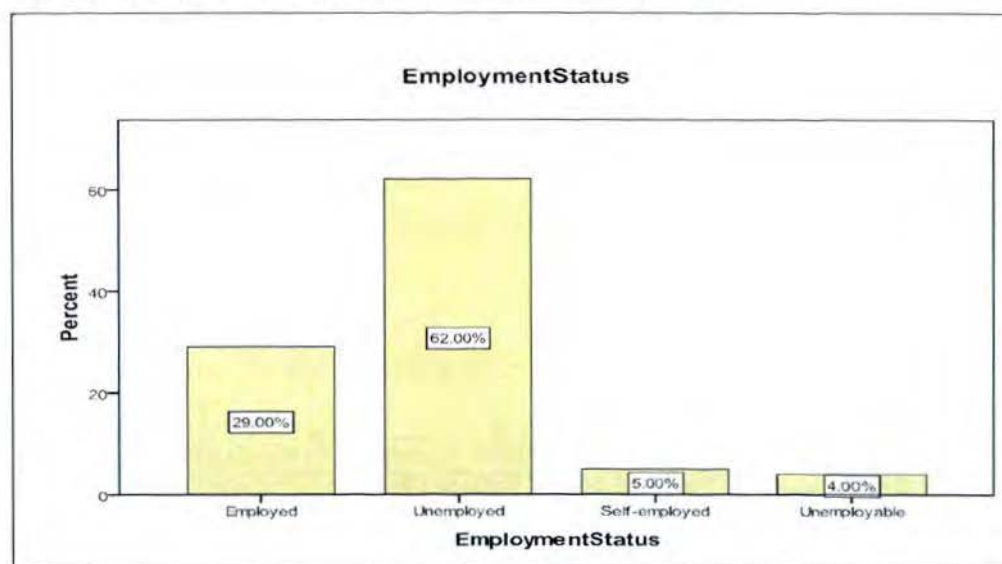


Table 4.10: Source of family income of the Respondents*

Source of Family Income	Number of Respondents	Percentage of Sample Population
Grants	23	23%

Source of Family Income	Number of Respondents	Percentage of Sample Population
Business	1	1%
Employment	67	67%
Other	9	9%
Total	100	100%

Formal employment is the highest source of income among the respondents interviewed. This was confirmed by the majority (67%) when they reported that they earned their income from formal employment. Other sources of income among the respondents include grants, which represent 23% of the total sample.

Graph 4.3: Source of Family income in a household

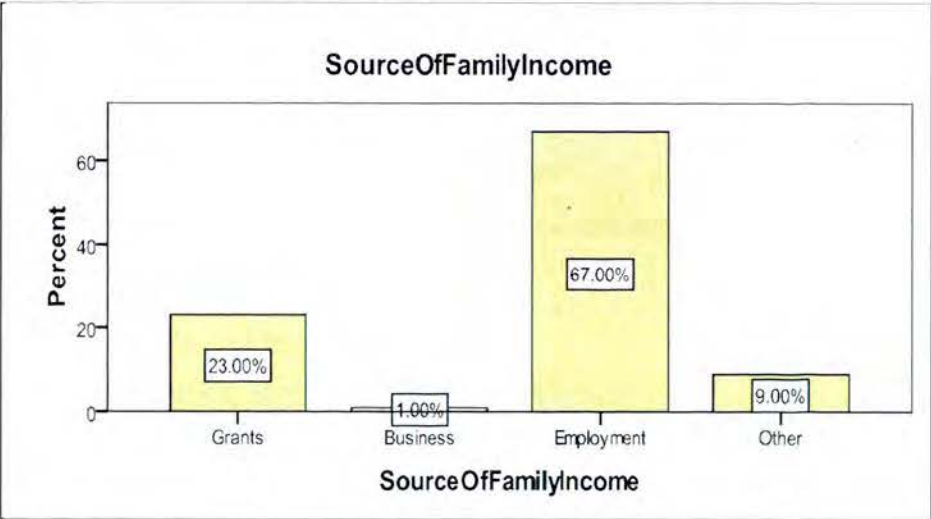


Figure 4.6 shows the source of family income in a particular household.

Table 4.11: Family income range of Respondents

Income Category	Number of Respondents	Percentage of Sample Population
Less than R1000	3	3%
Between R1001 and R2000	16	16%
Between R2001 and R3000	17	17%
More than R3001	64	64%
Total	100	100%

Most of the respondents reported to be earning more than R3000 per month. This category represents 64% of the total respondents. 17% reported to be earning an income in the region of R2000 and R 3000 per month while 16% earn in the region of between R1000 and R2000 per month.

Table 4.12: Number of Dependants on Income

Dependants on Income	Household members dependents in income	Percentage of sample Population
0	1	1%
1	2	2%
2	4	4%
3	17	17%
4	39	39%
5 and above	37	37%
Total	100	100%

When asked how many people depend on the income they earned, 39% of the respondents reported that four people depend on their income. Those who have reported to support five and more people on their income represent 37% of the total sample.

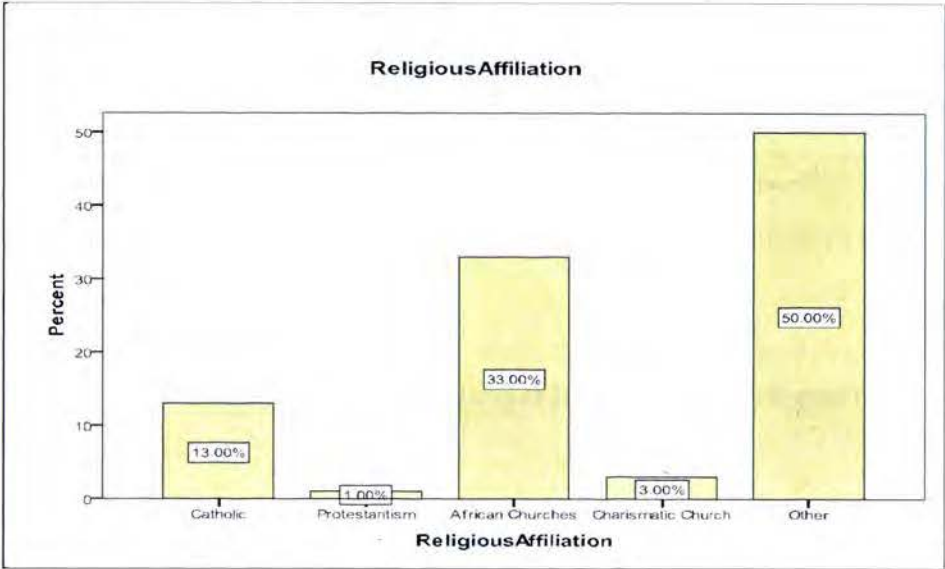
Table 4.13: Size of Households

Number of Household members	Number of Respondents	Percentage of Sample Population
One	1	2%
Two	0	0%
Three	12	12%
Four	37	37%
More than 5	50	50%
Total	100	100%

When the respondents were asked as to how many family members are in their households, 50% of the total sample interviewed reported to have more than five family members in their households, while 37% reported to have four family members in their household.

The majority of the respondents (50%) from the total sample reported to belong to other religions. However, 33% reported to belong to the African Churches. Fewer reported to belong to the Protestantism and Charismatic Church with 1% and 3% respectively.

Graph 4.4: Religious Denomination of Respondents



4.3.2 Community’s knowledge about Integrated Development Plan and Participation

Most of the respondents (78%) interviewed reported not to have knowledge about the Municipal Integrated Development Plan. Only 22% reported to have knowledge about the municipal Integrated Development Plan.

With regards to the legislation governing the Municipal Integrated Development Planning Process, the majority (89%) of the respondents reported that they did not know that everyone has the right to participate in the Integrated Development Planning Process of the municipality, while only 11% confirmed to have the knowledge of their rights to participate in the Integrated Development Planning Process of the municipality.

4.3.3 Frequency of participation of community in the IDP Process

With regard to the participation of community in the planning process of the municipality, the results show that only 15% have participated in the planning process of the municipality. A high number (85%) reported not to be participating in the planning process of the municipality.

When the respondents were asked how often did they attended the Municipal Planning Process to prepare the IDP 2009/2010 in ward 2 in the last twelve months, 90% reported not to have attended the municipal planning process in the last twelve months. Insignificant number, 9%, reported to have attended only once in the last twelve months, while 1% reported to have only attended once.

4.3.4 Reasons for not participating in the Municipal Integrated Development Planning Process

The respondents gave varying degrees of reasons of not participating in a IDP Process of the municipality. It was highlighted that there is too much politics, meaning that only issues from members of the leading political organisation in that ward were taken into consideration and ignoring the minority parties, instead of community development issues. At the end it was as if the IDP Process was only for the selected few and not for everyone who is affected by underdevelopment.

Other reasons include the lack of knowledge regarding the IDP Process and its benefits. The process offers community members an opportunity to voice their needs and propose projects that should be implemented by the municipality to overcome their socio-economic challenges.

4.3.5 Respondent's perception with regard to Integrated Development Planning (IDP) and Participation.

When the respondents were asked if they think that the Integrated Development Plan can improve the quality of people's life, the majority at (94%) agreed.

The respondents were asked if the Integrated Development Planning (IDP) and Participation were working effectively or not; meaning whether they influenced the outcome of the IDP 2009/2010 process or not, or their identified projects were given preference in the Plan or not. The respondents gave different perceptions and perspectives in this regard. These include the following:

On the positive side the respondents felt that the IDP and participation are good things to do by the municipality as long as it addresses the needs of the community. The respondents felt that participation will give the municipality good and reliable information about community's needs so that they could come with necessary interventions. Furthermore, they feel that IDP brings projects to the community.

While others believe that IDP and participation are good things to do, others feel that the municipality is drafting IDP only for legal requirement and do not implement the suggested projects. Others believe that IDP and participation was only meant for certain individuals from the municipality. They feel that ordinary members of the community do not have any influence in the decision-making process of issues affecting their municipality.

However, others believe that IDP and Participation would be relevant if it takes youth programmes into consideration, it does not overemphasise the issues and it should deliver as planned.

Generally the respondents believed that the IDP does not work effectively and that they do not have influence in the final outcomes as their preferences were not included in the plan and also could not identify any project as their input as the IDP is getting adopted by the Council.

4.4 TRAINING ON IDP

Questions 2.1 to 2.5 under section C of the questionnaire are related to training on matters associated with the IDP and Participation. The researcher wanted to establish if any of the respondents had received any training on IDP at all.

The majority of the respondents at 94% reported not to have received training on how to participate in the Integrated Development Planning Process of the Municipality. Only 6% of the total sample reported to have received training on how to participate in the Integrated Development Planning Process of the Municipality.

When the respondents were asked if they had been trained on how to identify community needs, the majority (94%) reported that they were not trained on how to identify community needs.

However, the majority (96%) of the community members reported that they would like to receive training so that they could be able to participate in the Integrated Development Planning Process of the Municipality.

4.5 COMMUNICATION

From the research it is reflected that the majority (61%) of the respondents depend on the local ward councillor to communicate their needs to the municipal council. The local ward councillor as the chairperson of the ward committee sits at the IDP Forum of the municipality where decisions regarding their wards are interrogated. The ward councillor, by sitting at the IDP Forum of the municipality means that he takes his ward needs to the Council. 38% of the respondents do not know how to communicate their needs to the municipal council.

When the respondents were asked if they received any feedback on the proposed community needs, a significant number (76%) said they do not receive any feedback on the proposed community needs, while only 1% said they sometimes receive feedback on proposed community needs.

The majority (68%) of the respondents said yes when asked if the municipality is communicating with the community in the language they understand, while 32% said the municipality is not communicating in the language that the community understands. The municipality publish the review and community consultation on the IDP in the national newspaper like Sowetan. It also distributes pamphlets to the shop owners who will then

inform their customers, principals of the local schools, ministers of the local churches and leaders of the other organisations representing the community like the non-government organisations.

Table 4.14: Number of Respondents who attended the Municipal IDP Review Meetings and Community Consultation Meetings

Year	Members who Last Attended Municipal Meeting	Percentage of Sample Population
2009	21	21%
2008	12	12%
2007	4	4%
2006	4	4%
Never	59	59%
Total	100	100%

The table above reflects the last municipal IDP review meetings and community consultation meetings attended by the respondents in different years until 2009. 59% of the respondents reported not to have attended any municipal IDP review meetings and community consultation meetings because of poor communication from the municipality, while others were too busy with their household chores. For the year 2009, 21% of the total sampled population reported to have attended the community consultation and IDP review meetings organised by the municipality. From the year 2006 to 2008, the percentage of respondents who attended the municipal IDP review meeting and community consultation meetings had risen from 4% to 12% respectively.

4.6 GOVERNANCE

The municipality was found to have implemented projects like electrical installation, water and road construction projects and the majority (69%) of the respondents reported to have been informed through their ward councillors who represent them in the council

before these projects were implemented. 31% reported not to have been informed before the projects were implemented.

It is important for community members to know their local councillor in the ward so that they can communicate their needs to him or her. The majority (88%) of the respondents indicated that they know who their councillor is, while 12% of the respondents reported not to know the name of their councillor.

The inclusion of historically disadvantaged individuals particularly women, youth and disabled people in the decision making processes like IDP, is a requirement by the South African laws. However, the majority (79%) of respondents reported that the municipality does not involve youth, women and the disabled in the Integrated Development Planning Process. Only 21% of the total sample reported that the municipality does include the youth, women and the disabled people in the Integrated Development Planning Process. The municipality is supposed to create a platform for these historically disadvantaged groups in the IDP Forum since their needs are entirely different from any other community groups.

In addition to the questionnaires distributed to the community members, municipal officials were also given questionnaires to respond to the issues of Integrated Development Planning Process and Participation. These include the effectiveness of the community participation in the Integrated Development Planning Process, the challenges associated with community participation in the IDP Process and municipal officials' expectation with regard to community participation in the IDP Process.

Fifteen municipal questionnaires were distributed to the municipal officials and only 13 were returned. Majority of the officials were from the social services division, while others were from the Integrated Development Planning, Housing and Local Economic Development.

4.7 RESPONSES FROM THE MUNICIPAL OFFICIALS

The objectives of this section is to solicit the experience of the municipal officials and the ward councillors with regard to the effectiveness, challenges and the expectations of community participation in the integrated development planning process of the municipality.

The findings of the study from the municipal officials indicated that the majority (27%) of the respondents were from the community services and local economic development division respectively. Other officials were from the development planning and housing with 13% and 6% respectively. Females represented 47% of the official respondents; while male respondents represented 40%. The remaining 27% of the respondents were the ward councillors who represent different wards within the municipality.

Out of the total municipal officials (9) and the ward councillors (4) who responded, 92.3% agreed that the community participation improves needs identification for the communities. Similar percentage of respondents reported that the community participation increases the level of information in communities.

The municipal officials and the ward councillors reported that community participation can improve identification of community needs when the community is prioritising its needs according to their knowledge; by discussing their needs together and raising issues that affect them. As such this increases the level of information in the communities.

The majority reported that the community participation can improve service delivery in the municipality by planning together with the community, and because time frames are set, backlogs are monitored and community needs are taken into account to determine which services are mostly needed.

In terms of accountability, the majority (84.6%) of municipal officials including the councillors reported that community participation improves accountability by the municipal council. A significant number (84.6%) of municipal officials including the ward councillors agreed that community participation improves community ownership of

decisions as all needs and projects are decided upon by the community and also, the community is monitoring these projects.

The municipal officials and the ward councillors also revealed that ordinary people at grassroots level are involved during the community participation of the municipality. This was reported by 84.6% of the respondents.

The challenges of community participation according to the municipality officials are that the community lacks understanding with regard to participation because the community members are not involved in community meetings. It is also reflected that community members assume that the councillor will know their needs at any given time. The other reason for the lack of understanding is the low literacy level among the community members.

Related to community participation in the process of integrated development planning, the study, according to the municipal officials revealed that the majority (53.8%) of community members do not understand what the integrated development planning process is. The study also revealed similar reasons as mentioned above for the community's lack of understanding with regard to integrated development planning process.

In terms of numbers involved in the integrated development planning process, 46.2% of the officials reported that many people participated in the process, while 38.5% reported that too many people participated.

The majority (92.3%) of municipal officials reported that women, youth and disabled form part of the integrated development planning process. However, it was also mentioned that most of the disabled are unable to attend such meetings due to long distance to the meeting place.

According to the study significant number of respondents (92.3%) reported that the community participation creates a better understanding of project objectives, while only 7.7% of the respondents reported that it does not create better understanding of project

objectives. 76.9% of the respondents reported that the community is responsible for the identification of community needs.

With regards to challenges in implementing community projects, the municipal officials mentioned lack of capital, support from the Government structures, volunteers and lack of project monitoring.

The municipal official indicated that community participation is a solution to poverty alleviation and is also relevant to the development on the integrated development plan.

The municipal official document shows that the municipality has the mechanisms through which it engages the community members in the Integrated Development Planning Process. These engagements are done through the Community consultation, Sector Meetings, Cluster Meetings during the IDP Process Planning phase and during the IDP Review Stakeholder' Consultation. This IDP Process Planning is managed by the Municipal Manager or the Integrated Development Planning Managers.

4.8 SUMMARY

The chapter discussed the perceptions of respondents and of municipal officials on the IDP process. It also highlighted the fact that although the community was afforded an opportunity to participate in the IDP Process of the municipality, it was not functioning effectively. This means that the respondents felt that they do not have any influence in the final outcome and cannot identify any projects as their inputs at the end of the IDP Process.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter provides the main findings of the study, conclusions arrived at and recommendations made.

5.2 FINDINGS OF THE STUDY

The research findings of this study shows that the challenge is not whether the community plays a role in the integrated development planning process of the municipality, but rather the extent and nature of community participation in an integrated development planning process. The findings also shown if the community has the capacity to participate, so that it can make significant contribution to the decision-making process of the municipality; and how does the municipality seeks to facilitate community participation as well as the participation during the Integrated Development Plan review.

In terms of participation and integrated development planning process, the study found that the majority (78%) of the respondents do not have the knowledge about integrated development planning and its developmental process, while only 22% know about this process. It was also found that the majority (85%) of the respondents do not participate in the integrated development planning process of the municipality. All these pose a problem to poverty alleviation as participation empowers the community to take part in decisions that affect their daily lives.

The study found out that the respondents mentioned too much politics, lack of knowledge about the municipal integrated development planning and its processes and lack of interest in municipal affairs as reasons for not participating in the planning process.

Furthermore, 90% of the respondents reported not to have attended the municipal planning process in the last twelve months. Only the insignificant number of the

respondents, 9%, reported to have attended once in the last twelve month, while 1% reported to have attended only once.

With regards to the legislation governing the Municipal Integrated Development Planning Process, the study found that the majority (89%) of the community members reported that they did not know that everyone has the right to participate in the Integrated Development Planning Process of the municipality, while only 11% confirm to have the knowledge of their rights to participate in the Integrated Development Planning Process of the municipality.

The majority (94%) of respondents agreed that the integrated development plan can improve the quality of people's life. This represents 62% female and 31% males. In terms of age, the people of 42 years and above agreed more than any other age category at a response of 43%.

In relation to the integrated development plan and participation, the respondents gave different perspectives and perceptions. They indicated that the integrated development plan and participation can be appropriate only if it addresses community needs.

However, there are some draw backs as the study found that some community members perceive integrated development planning and participation as something that the municipality have to undertake to satisfy for legal requirements. This is because the municipality does not implement suggested projects. The other observations are that the majority of community members only participate if they are promised jobs in community projects.

Based on the above community perceptions about integrated development plan process, some respondents offered suggestions on how the municipality can improve community participation in the integrated development planning process.

The community feels that in order for the municipality to improve participation in the IDP process it should turn IDP into reality by implementing the projects they have influenced through their participation in the IDP process.; train municipal officials on community social facilitation; stop calling meetings at which the community does not

have an opportunity to speak for itself; give adequate notice and agenda for the meetings; stop mixing politics and community development issues, which means that the municipality should not allow participants in the IDP process talk about power relations within their political parties and concentrate more on their access to the resources needed for them to lead a decent standard of living, freely express their own demands and together find their own solutions to their problems and free themselves from obstacles that affect their ability to develop their own lives and communities; train the community on IDP process and participation; meetings should take place on weekends and holidays, and at venues that are convenient for the community members.

According to Houston (2001), the effective participation of community members in local government planning requires capacity building and empowerment of local communities to facilitate meaningful participation in the IDP process. However, the research found that the majority (94%) of the community members did not receive training on how to participate in the Integrated Development Planning Process and on how to identify community needs.

In terms of communication, the findings indicate that there is a gap between the municipality and the community. Even though the community has shown that it communicates its needs through the ward councillor, the channels were not formalized through the ward committee to the councillor then to the municipal council. In most cases, the respondents communicated their needs informally as individuals directly to the councillor.

The local government Municipal System Act 2000 (17) (2) requires that the municipality must establish appropriate mechanisms, processes, and procedures to enable the local community to participate in the affairs of the municipality. When creating these mechanisms, processes, and procedures it must take into account how it is going to report back to the local community. However, the research findings found that the majority (76%) of the respondents reported not to receive any feedback on proposed community needs.

In terms of empowerment of the historically disadvantaged minorities, the majority (79%) of respondents reported that the municipality does not involve youth, women and disabled in the Integrated Development Planning Process. Only 21% of the total sample reported that the municipality does include the youth, women and disabled people in the Integrated Development Planning Process. This means that the municipality is not inclusive in its decision – making processes.

5.3 CONCLUSIONS

In answering the research questions and integrating them with the research objectives, the study therefore concludes that the nature and extent of community participation in the Integrated Development Planning Process of Makhuduthamaga Local Municipality is limited only to consulting and informing the community and lacks any effective input from the community. Consequently, in terms of Arnstein's ladder of citizen participation [in figure 2.1.] the community is only involved in "degree of tokenism" and lack any effective input in the IDP process. The municipality goes through the steps because it is a legal requirement for the community to be seen to be heard. In addition, even though the municipality holds public hearings and neighbourhood meetings with various stakeholders, the councillors and community representatives are just co-opted in the IDP Forums without any power to influence the council, while officials retain the right to make final decisions. To conclude, the community of Makhuduthaga Local Municipality does not have the capability to effectively participate in the IDP process.

5.4 RECOMMENDATIONS

In order to increase the effectiveness of the community participation in the IDP process, the following policy recommendations are made:

- The municipality must create legitimate structures and processes together with the community. It is through these legitimate and recognised structures that the municipality could be able to capacitate the community to effectively participate in the integrated development planning process.

- Ward committees must be allowed to come up with the plans and projects for their own wards and integrate them in the IDP of the municipality. This process would empower communities and allow them to take ownership for their own development.
- The municipality must implement a monitoring system which the community can use to monitor the municipality's implementation of the community's prioritized projects. This system should be managed by the community members through the IDP Forums and Ward Committees.
- The municipality should stop mixing community development issues with political issues and allow the community to indicate their preferred projects and speak for themselves during the IDP meetings.
- To increase the capability of the community to effectively participate in the Integrated Development Planning Process, the community should be capacitated through the ward IDP workshops with the issues of IDP and Participation and how they would benefit by taking part in this process. It would be through these workshops that the community will be aware of its surroundings, the challenges they are facing and possible projects that can solve their challenges.
- All the resolution adopted concerning the IDP should be widely circulated in the community. This will increase communication and transparency in the IDP process.

5.5 SUMMARY

This chapter provided the main findings of the study, as well as the conclusions arrived at and recommendations made to make community participation in the IDP process more effective in the Makhuduthamaga Local Municipality.

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Annexure A: Research Questionnaire - Community Members

SECTION A. BIOGRAPHIC INFORMATION

In this section we will like to know about you so we can see how different people feel about the issues of community participation, integrated development planning (IDP) and integrated development planning process.

1. Age : 18-25 ☐ 26-33 ☐ 34-41 ☐ 42 and above ☐
2. Marital Status : Married ☐ Single ☐ Divorced ☐ Widowed ☐
Separated ☐
3. Sex : Male ☐ Female ☐
4. Highest Standard Passed : Primary ☐ Secondary ☐ Tertiary ☐ Other ☐
5. Employment Status : Employed ☐ Unemployed ☐ Self-Employed ☐
Unemployable ☐
6. Number of Family members Employed : 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 and over ☐
7. Source of Family income : Grants ☐ Business ☐ Employment ☐ Other ☐
8. Family income : ≤ R 1000 ☐ R1001-R2000 ☐ R2001- R3000 ☐
More than R3001 ☐
9. Number of dependants on income : 0 ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 and above ☐
10. Family Size : One ☐ Two ☐ Three ☐ Four ☐ More than ☐
11. Religious affiliation : Catholic ☐ Protestantism ☐ Islamic/ ☐
Moslemic ☐ African Church ☐
☐ Charismatic Church. ☐ Other.....

SECTION B. IDP and PARTICIPATION

1. What Integrated Development Planning (IDP) and Participation is? Also we would like to know if you participate in the IDP Process.

Knowledge of IDP and Participation
Participation of community in Planning Process
Perception
Opinion

Prompts:

- 1.1 Do you have knowledge about the Municipal Integrated Development Planning (IDP)? Yes/ No
- 1.2 Do you Participate in Municipal Integrated Development Planning Process? Yes / No
- 1.3 If no, why don't you participate in Municipal Integrated Development Planning Process?
- 1.4 How often did you attend the Municipal Planning Processes in the past twelve months?
- 1.5 Do you know that according to law everyone have the rights to participate in the Integrated Development Planning Process? Yes / No
- 1.6 Do you think Integrated Development Plan can improve the quality of people's life? Yes / No
- 1.7 In your opinion how can the municipality improve community participation in the IDP Process?

SECTION C: TRAINING

2. Have you been trained on how to participate in the IDP Process and how to identify community needs?

Training and training methods
Training on identifying Community Needs
Perception on training and community needs
Opinion

Prompts:

2.1 Did the Municipality train you and your community on how to participate in the IDP Process? Yes / No

2.2 If you were trained, how did the municipality train you?

2.3 Was there any training on how to identify community needs? No / Yes

2.4 If you were trained, how was the training conducted?

2.5 In your view, do you need training so that you can be able to participate in the Municipal Planning Process? Yes / No

SECTION D. COMMUNICATION

3. Is your municipality communicating its affairs to the community? Which communication channels does your Municipality use to communicate with community members?

Communication with the municipality
Mode of communication with the municipality
Perception
Opinion

Prompts:

- 3.1 How do you communicate your community needs to the municipality?
- 3.2 Do you receive any feedback on the proposed community needs? Yes / No
- 3.3 Does the municipality communicate with the community in the language they understand? Yes / No
- 3.4 When was the last time you attended the municipal meeting?

SECTION E. GOVERNANCE

4. How is your municipality responding to the community needs.

Knowledge of Community Projects and Example.
Participation in Community Projects including historically disadvantaged
Knowledge of the name of the Ward Councillor
Transparency in municipal affairs
Perception
Opinion

Prompts:

- 4.1 Does the Municipality consult with you before it implement its projects? Yes / No
- 4.2 Do you know who is in charge of community projects in the Municipality? Yes / No
- 4.3 Do you know who your councillor is? Yes / No
- 4.4 Does the municipality form partnerships with the communities when implementing the community projects? Yes / No
- 4.5 How transparent is your Municipality in its dealing with the community projects?
- 4.6 Does the Municipality involve youth, disabled and women in the IDP Process? Yes/No

Annexure B: Research Questionnaire – Municipal Officials

SECTION A. BIOGRAPHIC INFORMATION

In this section we will like to know about you so that we can see how different Municipal Officials feel about the issues of community participation, integrated development planning (IDP) and integrated development planning process.

1. Age : 18-25 ☐ 26-33 ☐ 34-41 ☐ 42 and above ☐
2. Sex : Male ☐ Female ☐
3. Department : LED ☐ IDP ☐ HR ☐ Finance ☐
Transport ☐ Housing ☐ Other.....

Section B

In this section we will like to find out how effective is community participation in the integrated development planning process.

1. Do you think Community participation improves need identification for communities?
Yes ☐ No ☐

2. If yes, how?

.....
.....

3. Do you think that community participation increases the level of information in communities? Yes ☐ ☐

4. If yes, how?

.....
.....

5. Do you think that community participation improves service delivery in the Municipality? Yes ☐ ☐

6. If yes, how?

.....

.....

7. Do you think that community participation empowers and builds capacity for community members? Yes ☐ No ☐

8. If yes how?

.....

.....

9. Does community participation improve accountability by the Municipal Council?
Yes ☐ No ☐

10. If yes, how?

.....

.....

11. Does community participation enhance community ownership of decisions? Yes ☐ No ☐

12. If yes, why?

.....

.....

13. Do you think community participation involves people at grass-root level/Yes ☐ No ☐

14. If yes, how?

.....

.....

15. Do you think community participation assists members of the community to address their own situations? Yes ☐ No ☐

16. If yes, how?

.....

Section C

In this section we will like to find out the problems associated with community participation in the integrated development planning process.

1. Do you think ordinary members of the community understand what community participation is? Yes ☐ No ☐

2. If no, elaborate.....

3. Do you think ordinary members of the community understand what integrated development planning process is? Yes ☐ No ☐

4. If no, elaborate

5. How many people participate in the IDP Process? Too many ☐ Many ☐

Few ☐ None ☐

6. Do women, youth and disabled form part of the IDP Process? Yes ☐ No ☐

7. If no, why?

8. Do you think that community participation creates better understanding of projects objectives? Yes ☐ No ☐

9. If no, why?

10. Who is responsible for identifying community projects? Local Government ☐

National Government ☐ Community ☐ Others ☐

11. Do you have any problems in implementing community projects? Yes ☐ No ☐

12. If yes, what are these problems?

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.....

Section D

In this section we will like to find out your expectation with regard to community participation in the integrated development planning process.

1. Is community participation a solution to poverty alleviation? Yes ☐ No ☐

2. If yes, in what way?

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.....

3. Is community participation relevant for the development of an IDP? Yes ☐ No ☐

4. If yes, How?.....

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.....

Annexure C: Request to Conduct Mini-Research for Masters Qualification

P O Box 265
GLEN COWIE
1061
09 March 2009
072 030 2821
khafs@webmail.co.za

Mr Morebudi Thamaga
The Municipal Manager' Office
Makhuduthamaga Local Municipality
P O Box 713
JANE FURSE
1085
Tel: (013) 265 1177
Fax: (013) 265 1975

Dear Sir

REQUEST TO CONDUCT MINI - RESEARCH FOR MASTERS QUALIFICATION

BACKGROUND

I am writing this letter as an introduction to you and your office in particular. My name is Malebana Mogoba from Phokoane village. I am currently in my second year of study towards the Masters Programme in Development Studies (Development Planning, Policies and Management) at North West University and hope to complete at the end of the academic year.

I have already completed my course work and presently conducting a research, which is based on the following topic:-**Community / Public Participation: A study of the role of community in the integrated development planning process. A case study of Makhuduthamaga Local Municipality.**

Integrated development planning is one of the strategic tools that were identified in the White Paper on Local Government to assist municipalities to realise their developmental goals. Development planning and community participation are legal requirements as enshrined in the Municipal System Act 32 of 2000; the Constitution of the Republic of South Africa Act 106 of 1998 and also upheld by the Batho Pele Principles.

REQUEST

As a pre-requisite for one to qualify and graduate for Masters Degree and for practical purpose, one has to conduct a mini – research based on development planning challenges that are faced by the community in which one lives.

I am interested in pursuing my career as a development planner and research is one to the decisive part in planning since it gives information on the level of development based on quality and reliable data about spatial area.

Base on the above strict requirement, I request your honourable office for assistance by giving me a permission to conduct a mini research based on the Makhuduthamaga Local Municipality.

My primary data would be collected based on the documents your Municipality have and also from the community at large. Questionnaires would be filled and face to face interview conducted where ever required.

To confirm the above request, a letter from the University (my supervisor) would be forwarded to you as soon as the Municipality gave me a go ahead to carry out this research project.

I hope that my request would be appreciated.

Yours sincerely

.....
MalebanaMogoba

Annexure D: Letter confirming registration at the North-West University



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE BOPHIRIMA
NOORDWES UNIVERSITEIT
MAFIKENG CAMPUS

Department of Development Studies
Private Bag X2046, Mmabatho, 2735
Tel: +2718 3892524
Fax: +2718 3892072
29 July 2009
Mokgadi.molope@nwu.ac.za

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.....
.....
Sir / Madam

The bearer of this letter is a duly registered student of M Soc Sc in Development Studies at the North-West University, Mafikeng Campus.

The programme for in which the bearer of the letter is registered has a research component which requires the students to conduct research and produce a report. You are therefore requested to assist the student with the data that he may require from you as either as an individual or the institution.

The information gathered through this exercise will only be used for academic purpose.

Your assistance will be highly appreciated.

Thanking you in advance.

Regards

.....
Molope M.P. Mrs
Programme Coordinator