

**COMMUNITY PARTICIPATION IN INTEGRATED DEVELOPMENT PLANNING OF THE
LEPELLE-NKUMPI LOCAL MUNICIPALITY**

by

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for the degree of

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RESEARCH DECLARATION

I declare that this dissertation is my own work, therefore, I submit for the degree of Master of Public Administration in the subject Public Administration and Management at the University of South Africa. It has never been submitted before to any tertiary institution.

.....

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SUBJECT: EDITING OF MASTER OF PUBLIC ADMINISTRATION IN PUBLIC ADMINISTRATION AND MANAGEMENT DISSERTATION TITLED *COMMUNITY PARTICIPATION IN INTEGRATED DEVELOPMENT PLAN OF LEPELLE-NKUMPI LOCAL MUNICIPALITY* Main Supervisor: Dr L.L. Luvuno; Co-Supervisor: H.M. Sibiyá

This letter serves to confirm that I copyedited KGOADI E. MOLABA's MASTER OF PUBLIC ADMINISTRATION IN PUBLIC ADMINISTRATION AND MANAGEMENT dissertation titled *COMMUNITY PARTICIPATION IN INTEGRATED DEVELOPMENT PLAN OF LEPELLE-NKUMPI LOCAL MUNICIPALITY*

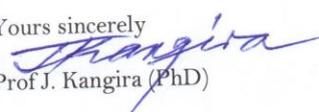
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ABSTRACT

The Constitution of the Republic of South Africa (Act 108 of 1996), section 152(1)(e) encourages the involvement of communities and community organisations in local government matters. The Municipal Systems Act (Act 32 of 2000) requires the municipality to develop a culture of municipal governance that complements formal representative government with a system of participatory democracy.

The communities play a vital role in the preparation, implementation and review of the Integrated Development Plan (IDP). The aim of this study was to determine the role of community participation in the IDP process of Lepelle-Nkumpi Local Municipality. This study also assessed participation in integrated development planning in the Lepelle-Nkumpi Local Municipality.

The conclusion of the study focused on the process, procedures, legislations and guidelines on community participation in the Integrated Development Plan (IDP) of Lepelle-Nkumpi Local Municipality. It was recommended that Lepelle-Nkumpi Local Municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality.

Key words: Community, participation, and Integrated Development Planning

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COMMUNITY PARTICIPATION IN INTEGRATED DEVELOPMENT PLANNING OF THE LEPELLE-NKUMPI LOCAL MUNICIPALITY

1

INTRODUCTION

The Integrated Development Planning (IDP) approach was introduced in 1996 as a form of strategic planning for local government in South Africa. It is the principal planning instrument that guides and informs all planning and decision-making in municipalities throughout the country. The IDP embraces characteristics of Local Agenda 21 (LA21) in terms of the underlying philosophy, principles and processes and consequently represents a key instrument for local government to fulfil its developmental role. In many respects, the legally required IDP process can be regarded as South Africa's response to the international LA21 mandate.

According to the Municipal Systems Act (Act 32 of 2000) and the Municipal Structures Act, (Act 117 of 1998), all municipalities should develop an Integrated Development Plan in consultation with local people. That is, there should be full and active participation of the people in each ward in the integrated development planning process. Integrated development planning is aimed at addressing poor planning of the past and to ensure sustainable development.

It is therefore a requirement for and the responsibility of Lepelle-Nkumpi Municipality to ensure that there is adequate and effective participation of local residents in every ward. The above legislations stipulate that people

participation forums and community based planning should form an integral part of the Integrated Development Planning process. Sustainability principles and participatory approaches are seen as key to developing a plan that responds to local needs, conditions and capacities.

The Constitution of the Republic of South Africa (Act 108 of 1996) Chapter 7, further states that it is the objective of local government to encourage the involvement of communities and community organisations in matters of local government. This requires a cooperative approach, an effective partnership where local authorities provide leadership for their areas and their communities. Therefore, Lepelle-Nkumpi Local Municipality, as stated by the Constitution, required to enhance opportunities for participation by placing more power and resources at a closer and more easily influenced level of government (Mogale 2005:136).

Community participation referring to direct engagement of ordinary people in the affairs of planning, governance and overall development programmes at local level, has become an integral part of democratic practice in recent years (Jayal 2001). In the case of South Africa, community participation is synonymous with legitimate governance. For example, the Municipal Structure Act (Act 117 of 1998), Chapter 4, subsections g and h, state respectively that the executive mayors annually report on the involvement of community organisations in the affairs of the municipality and ensure that due regard is given to the public views and report on the effect of consultation by the decisions of council of (Republic of South Africa 1998a).

The model of the South African developmental local government with regards to participation is problematic in the following ways:

- The participation process is still firmly controlled by the local council and not by the community;
- The legislation does not provide real decision making and democratic structures;
- The legislated local government structures do not provide for participation by individual members of the community;
- The mechanisms for the incorporation of community inputs are not clearly spelt out, such that the prerogative of how and when to include them still lies with the council;
- The lack of gender expertise and sensitivity among IDP officials implies the omission of gender issues in the final plan;
- IDPs can be reduced to mere wish list if there is no genuine political will;
- The liberal framework model of participation, whereby individuals avail themselves for participation on a voluntary basis, is problematic due to the failure by the state to build capacity for meaningful and effective participation; and
- The conceptualisation of community participation in the model of developmental local government is problematic (United Nations Development Programme, South Africa 2002).

1.1 Background and rationale of the study

This study focused on Lepelle-Nkumpi Local Municipality. Lepelle-Nkumpi is one of the five local municipalities within the Capricorn District Municipality in Limpopo Province and is located in the southern part of Capricorn District. The municipality is pre-dominantly rural with a population of approximately 230 350 people. It covers 3,454.78 km² which represents 16% of the District's total land

area and is divided into 29 wards which comprise a total of 93 settlements. About 95% of its land falls under the jurisdiction of Traditional Authorities (Lepelle-Nkumpi Integrated Development Plan, 2014/5). According to the Stats SA Census 2011 results, the municipality has an estimated population of 230 350 people with a total of 59 682 households and an average household size of 3.9.

Table 1.1: The demographics of Lepelle-Nkumpi Municipality

Municipality	Population			No. of Households			Average Household		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
Lepelle-Nkumpi	234926	227 970	230 350	44 397	51 245	59 682	5.2	4.4	3.9

(Census 2011)

The population of Lepelle-Nkumpi has grown by 0.1%; it is the second fastest growing population after Polokwane, during the last ten years after a sharp decline between 1996 and 2001 when its growth was slower than the rest in the District. The municipality is the second largest in the District with 18% of District population. Polokwane Municipality is the biggest and constituting about 50% of the District population as shown in the table below.

Table 1.2: Population Growth Rate-1996, 2001 and 2011 of Lepelle-Nkumpi Municipality

Municipality	Population				
	1996	2001	% Change	2011	% Change
Lepelle-Nkumpi	234926	227 970	-0.6	230 350	0.1

(Census 2011)

There are 29 wards in the municipality with an average size of 8000 people. Wards 22, 15 and 26 are the largest with a population size of more than 10000 each.

Table 1.3: Population distribution per ward in Lepelle-Nkumpi Municipality

Ward No.	Population	Percentage	Ward No.	Population	Percentage
1	8 021	3.48%	2	8 697	3.78%
3	7 564	3.28%	4	6 758	2.93%
5	7 066	3.07%	6	7 940	3.45%
7	8 120	3.53%	8	9 656	4.19%
9	8 093	3.51%	10	5 763	2.50%
11	7 031	3.05%	12	6 279	2.73%
13	7 312	3.17%	14	8 011	3.48%
15	10 940	4.75%	16	8 816	3.83%
17	9 710	4.22%	18	6 079	2.64%
19	9 843	4.27%	20	7 708	3.35%
21	7 272	3.16%	22	10 416	4.52%
23	7 604	3.30%	24	5 704	2.48%
25	8 079	3.51%	26	11 302	4.91%
27	7 750	3.36%	28	6 794	2.95%
29	6 022	2.61%			
Total	230 350	100%			

(Census 2011)

According to Census (2011), there is only 33% of the residents with matric and above qualifications, among people who are 20 years and older. Otherwise 67% of the population has no matric, having dropped out from school at primary or secondary levels. There is an alarmingly high percentage of females without formal schooling or with minimal education qualifications in

the municipality and the district alike. This is despite the fact that there are more women than men with matric and post matric qualifications.

1.2 Problem statement

According to Hickey and Mohan (2001:11), one of the key arguments against the participatory approach is an emphasis with the local as opposed to wider structures of injustice and oppression. Eversole (2003:781) argues that the current approaches continue to emphasise participation, but with a broad definition of what participation actually means in practice.

Lack of community participation in the municipal IDP is one of the major shortcomings across South African municipalities. Lack of necessary information, knowledge, expertise and capacity are obstacles which lead to the minimum participation by community members in the IDP process, particularly in decision-making. Amongst the challenges that South Africa has been facing include the issue of incorporating citizens into the decision making process (Holdar & Zakharchenko 2002:15).

Government departments and development practitioners, political and legal structures do not encourage community participation in government IDP. The reason is that programmes for community development are identified by government. Communities are just involved at the implementation level, and as a result, most of the programmes fail as departments and municipal officials do not meet the community expectations and the real community needs.

Government and non-governmental organisations (NGOs) that work with communities are primarily motivated by strong sense of urgency about achieving NGOs pre-set objectives and timeline. Departments and municipal officials are likely to be frustrated by what is perceived to be a lack of progress. Inadequate time is made available for meetings with relevant stakeholders so that input may be made before policies and budgets are finalised.

The consultation process of Lepelle-Nkumpi was centralised, authoritarian and secretive. This approach made it difficult for fundamental public services to be easily accessible to marginalised people (Williams, 2000:200). Incomplete participation or representation in decision making causes a risk that community leaders and influential people in the Lepelle-Nkumpi community do not represent the whole community, but instead focus on the concerns of leaders. At the same time, participants within the larger community whose participation can be highly important to community economic development are marginalised or ignored due to culture and classes. The aim of this study was to determine the role of community participation in the IDP process of Lepelle-Nkumpi Local Municipality. This study also assessed participation in integrated development planning in the Lepelle-Nkumpi Local Municipality.

1.3 Research questions

A research question is defined as a specific concern that the researcher wants to answer through the investigation project (Rubin & Rubin 2005:40). For the purpose of research, questions are aligned to the problems presented and objectives to be achieved in this study. The following is the main research

question of the study: Do Lepelle-Nkumpi communities participate fully in the Lepelle-Nkumpi local municipal planning processes?

In order to answer this question fully, the following secondary research questions were also addressed in this study:

- Is the Lepelle-Nkumpi community actively involved in making input on how the IDP should be conducted?
- Do the Lepelle-Nkumpi community organisations participated in the assessment of public participation and the community needs analysis in the way forward regarding budgetary alignments?
- What institutional structures exist to coordinate, evaluate and monitor community participation in the formulation, implementation and evaluation of IDPs?
- What are the challenges facing community?

The overall aim of the questions was to assist the researcher in investigating whether Lepelle-Nkumpi Local Municipality avails service delivery performance information to communities in advance so that community members have the necessary information to make informed and meaningful contributions towards the Lepelle-Nkumpi Local Municipality development.

1.4 Research objectives

Research objectives are a specification of the ultimate reason for carrying out research in the first place. Durrheim (1999a:37) describes the aim of research as the type of conclusions the researcher wishes to grasp.

The White Paper on Transforming Public Service Delivery (1997) states that the development of a service delivery oriented culture requires the active

participation of the wider community. Municipalities need constant feedback from the recipients of public services in order to improve their operations. The objectives of this study were to:

- Assess the degree of participation by local communities and other stakeholders in the Lepelle-Nkumpi local municipal IDP and the role of community participation in the IDP process as articulated in the Local Government Municipal System Act (Act 32 of 2000).
- Determine whether the Lepelle-Nkumpi community needs and priorities were reflected in their IDPs and to gauge the support for the IDP process and its outcomes.
- Investigate if Lepelle-Nkumpi community members are given enough time to participate in the IDP process.
- Assess the key challenges or obstacles facing community members.

1.5 Research strategy and design

Kruger and Welman (2001:46) define a research design as a plan according to which the researchers obtain research participants and collect information. In this case the participants were Lepelle-Nkumpi community members. A research design is a plan for an intended study. The plan includes the determination of what is going to be observed and analysed, based on why and how questions are formulated (Babbie 2008:96).

The interviews focused on stakeholders and participants within the scope of the Lepelle-Nkumpi Local Municipality. The interviews provided primary data for this study. Those interviews included IDP officials from Lepelle-Nkumpi Municipality ward councillors, ward committee members, community development workers, traditional leaders, and business owners staying and

working in the municipal's wards. The researcher obtained secondary data from journals, by-laws, acts and legislations governing the planning process.

1.6 Research methodology and analysis

A research methodology is a generic term for investigative methodologies described as ethnographic, realistic, anthropological, field or participant observer research. Neuman (2000:126) describes qualitative research as an emphasis on the human factor and intimate knowledge of a research setting and this gives information about the social processes in a specific setting. Research methodologies are classified into qualitative and quantitative, thereby creating a huge divide amongst researchers, especially in social sciences.

The qualitative method enriches the study. The rationale behind is qualitative research that it does not limit the respondents' input to a set of predetermined responses. The qualitative approach was relevant to the study as it enabled the researcher to gain more insight into Lepelle-Nkumpi Municipality and fully understand the obstacles that might hinder the involvement of community in the Lepelle-Nkumpi Local Municipal IDP.

Qualitative research was used to gather data through document analysis and focus group and individual interviews in Lepelle-Nkumpi Local Municipality. The researcher chose the qualitative research method to further explore and explain the in-depth competencies and capabilities required by the Lepelle-Nkumpi Local Municipality. The number of respondents are 18 and IDP manager form part of the empirical survey because of the strategic position

hold within Lepelle-Nkumpi municipality. One-on-one and focus group semi-structured interviews used to collect data.

The researcher developed a questionnaire as an appropriate instrument to use in collecting data for analysis in this study. A questionnaire is a research instrument consisting of a sequence of questions and other prompts for the purpose of collecting information from respondents residing within the radius of Lepelle-Nkumpi Municipality.

1.7 Definition of specific terms and concepts

Community participation: Community participation is integral to the functioning of local governance. Community participation is the engagement of citizens in a variety of administrative policy making activities (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:3). For example, the determination of level of service, budget priorities and the acceptability of physical construction projects in order to position government programmes toward community needs build public support and encourage a sense of cohesiveness within society (Fox & Meyer 1995:20).

Integrated Development Plan (IDP): DPLG (2005:75) stipulates that IDP is the principal strategic planning instrument that guides and informs planning, budget, management and decision making in a municipality. IDP is essentially a comprehensive strategic business plan for the municipality over short and medium terms.

Integrated Development Planning process is meant to assist council to arrive at balanced decisions on issues of the municipality such as budgets, provision

of basic infrastructure, land management, social and economic development and institutional transformation.

Municipality: The Municipal Systems Act (Act 32 of 2000) defines a municipality as comprising its political structures, its administration and the community of the municipality. Local Government Municipal Demarcation Act (Act 27 of 1998) states that a municipality is an organ of state within the local sphere of government exercising legislative and executive authority within the vicinity determined by the Act which consists of the political structures and administration of the municipality, and the community of the municipality. The municipality functions in its area are in accordance with the political, statutory and other relationships between its political structures, political office bearers and administration and its community.

Municipal council: A municipal council is a political structure within Lepelle-Nkumpi Local Municipality. The municipal council consists of elected 57 councillors both party representatives (PR) and ward councillors. The municipal council is headed by the mayor and administered by the speaker. The role of the municipal council is to oversee the municipality's functions, programmes and the management of administration in Lepelle-Nkumpi municipality (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:10).

Capacity building: Community capacity building is about supporting communities in Lepelle-Nkumpi Local Municipality to develop the skills and knowledge that they need to work together to bring positive change the community wants to see within their own communities (Limpopo Municipal Capacity Building Strategy 2005:28).

1.8 Ethical issues and considerations of the study

Research ethics provide guidelines for the responsible conduct of the researcher. The researcher was committed to ensuring compliance and the ethical integrity of all research under its indication and prediction.

This study was conducted through a literature review and the researcher carefully considered all the ethical issues that arose in the whole process of conducting research. Blaxter et al. (2001:159) suggest that a common cause of ethical challenge is conflict of interest between the researcher and the researched. The researcher may be excited about his or her research idea, and be keen to collect in-depth high quality data from those most closely affected by whatever they are researching. However, there is a risk that the researcher may be tempted to consider unethical research practice in order to try to obtain and retain some of the data.

Ethics have become the cornerstone for conducting effective and meaningful research. As such, the ethical behaviour of individual researcher is under unprecedented scrutiny (Best & Kahn 2006; Field & Behrman 2004; Trimble & Fisher 2006). Longman Dictionary of Contemporary English (1995:533) defines ethics as the whole field of moral science. Research ethics are specifically interested in the analysis of ethical issues that are raised when people are involved as participants in research.

There are three objectives for ethical consideration. First, to protect human participants; second, to ensure that research is conducted in a way that serves the interests of individuals; and third, to examine specific research activities and projects for their ethical soundness, looking at issues such as

the management of risks, protection of confidentiality and the process of informed consent.

1.9 Rubric sequence

Rubric of sequence refers to the logical arrangements of rubrics. The rubrics of this study are: introduction; legal framework and rights of community to participate in the IDP; theoretical perspective of community participation in Lepelle-Nkumpi municipality; research methodology and analysis; and conclusion and recommendations.

Rubric 1: Introduction

This rubric presents the introduction of the entire study. The scope and problem statement of the study are covered in this rubric. Research objectives, research questions, research strategy or design are included in this rubric. Rubric 1 covers the rubric sequencing contained in this study.

Rubric 2: Legal framework and rights of community to participate in the IDP

This rubric covers pieces of legislations, policies and guidelines supporting community and public participation in the decision making processes and in the planning processes including the Integrated Development Plan.

Rubric 3: Theoretical perspective of community participation in Lepelle-Nkumpi Municipality

This rubric provides an overview of existing literature related to community participation in the municipal Integrated Development Plan. Rubric 3 reviews

literatures on public participation in Lepelle-Nkumpi Local Municipality including the rationale for public participation, legislative framework, as well as strategies used nationally to enhance the levels and quality of community participation in local governance and development planning. This rubric explores theories on various factors considered and challenges facing communities in participating in local government development planning.

Rubric 4: Research methodology and analysis

Rubric 4 presents a detailed research methodology employed in this research. Rubric 4 also explains the sample design of the research. The rubric further explains the rationale for utilising the selected methodology, tools and designs. Rubric 4 also presents the location and background of Lepelle-Nkumpi Local Municipality. The research population and sampling are also discussed. Furthermore, it discusses the participants in the study and why they were chosen for the study. Data analysis techniques of the study are also be presented in this rubric.

Rubric 5: Conclusion and recommendations

Rubric 5 concludes the study. It is in this rubric where key recommendations with regard to how Lepelle-Nkumpi Local Municipality community members participate in the IDP are presented. Recommendations indicate how best the Lepelle-Nkumpi Local Municipality can minimise challenges facing community participation.

1.10 Conclusion

According to the Municipal Systems Act (Act 32 of 2000) and the Municipal Structures Act (Act 117 of 1998), all municipalities should develop an Integrated Development Plan in consultation with the local people. The scope of the research and the problem statement were outlined. The background of Lepelle-Nkumpi Local Municipality and problems encountered in terms of community participation in the Integrated Development Planning were also presented.

2

LEGAL FRAMEWORK AND RIGHTS OF COMMUNITY TO PARTICIPATE IN THE IDP

2.1 INTRODUCTION

There are number of legislations and policies in South Africa which inform the concept public participation. The Integrated Development Plan is informed by numerous pieces of policy, legislation and guidelines developed at national level. In this rubric, legislative frameworks guiding and supporting participation of community in Integrated Development Planning processes are discussed.

Legal frameworks include the Constitution of the Republic of South Africa (Act 108 of 1996); the White Paper on Local Government (1998); Municipal Structures Act (Act 117 of 1998); Municipal Systems Act (Act 32 of 2000); Reconstruction and Development Programme (RDP); Promotion of Access to Information Act (Act 2 of 2000); Municipal Finance Management Act (Act 56 of 2003); the White Paper on Developmental Local Government; National Development Plan; National Policy Framework for Public Participation of 2005; Draft White Paper on the Transformation of Public Service Delivery of 1997; and Traditional Leadership and Governance Framework Act 41 of 2003.

2.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA (ACT 108 OF 1996)

The Constitution of the Republic of South Africa (Act 108 of 1996) promotes the idea of developmental local government. Local government is in charge of

the development process in municipalities and in charge of municipal planning.

Section 152(1) (e) specifies that one of the objects of local government is to encourage the involvement of communities and community organisations in matters of local government. Section 195 (e) states that people's needs must be responded to, and that the public must be encouraged to participate in policy making.

Section 160(4) stipulates that through regular elections, councillors are elected both in wards and on party lists to represent the residents of the municipality. Participatory democracy is enshrined in the Constitution and it further states that no by-law may be passed unless it has been published for public comment.

Therefore, Lepelle-Nkumpi Municipality is required by law to elect ward councillors, ward committees, community development workers and other stakeholders to enable the communities to participate in the municipal IDP and to be involved when decisions are taken.

2.3 WHITE PAPER ON LOCAL GOVERNMENT (1998)

According to the White Paper on Local Government (1998), the role of the local sphere of government is to build local democracy. It states that the local government allows citizens as individuals or interest group to have continuous input into local politics. The White Paper introduces the concept of "developmental local government", allocating the central responsibility of municipalities to work together with local communities to find sustainable

mechanisms to meet the needs of the community and improve the quality life of community members.

Therefore, Lepelle-Nkumpi Municipality is required to continuously involve the people, business and community groups in a participatory manner. Lepelle-Nkumpi Municipality is also required to promote public participation in the management of the municipality. This is done by creating avenues and opportunities for the public to participate in local policy making structures.

The White Paper on Local Government suggests that Lepelle-Nkumpi Municipality requires developing mechanisms to ensure citizen participation in policy initiation and formulation, and the monitoring and evaluation of decision making and implementation. The White Paper further introduces the notion of integrated development planning which is described as strategic frameworks to assist Lepelle-Nkumpi Municipality to fulfil developmental mandates and engage with stakeholder groups and local communities.

The White Paper on Local Government identifies inter-related aspects of democratising development by facilitating and encouraging the fullest possible participation of citizens. The approaches are aimed to achieve the following:

- Participatory budgeting initiatives aimed at linking community priorities to capital investment programmes; and
- Focus group participatory action research conducted in partnership with Non-Governmental Organisations and Community Based-Organisations to generate detailed information about a wide range of specific needs and values.

The White Paper on Local Government also outlined policy principles that IDP is required to follow, and developed broad guidelines which treat IDP as a form of strategic, medium term planning encouraging a multi-sectoral approach to development. Therefore, Lepelle-Nkumpi Municipality is required to develop IDP and aligned budget plan over a period of 3 to 5 years.

2.4 MUNICIPAL STRUCTURES ACT (ACT 117 OF 1998)

According to Section 19(2) of Municipal Structure Act, a municipal council must annually review:

- The needs of the community;
- Its priorities to meet those needs;
- Its processes for involving the community; and
- Its organisational and delivery mechanisms for meeting the needs of the community.

The Lepelle-Nkumpi municipal council is required to review IDP targets and priorities annually in consultation with all community members and other stakeholders. Lepelle-Nkumpi Municipality is also required to involve community members to develop mechanisms on how to implement the IDP.

Section 19 requires all the municipalities to develop systems that enhance effective community participation in local government. It further stipulates that ward committees should be established to strengthen public participation at local government level. According to the DPLG (2004), the purpose of a ward committee is to promote participatory democracy by assisting communities and community organisations in the municipal processes such as municipal budget, integrated development planning and review process, municipal

performance management system, by-laws and provision of municipal services.

According to subsection 3 of Municipal Structure Act, (Act 117 of 1998), Lepelle-Nkumpi municipal council should develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers. Section 72 (3) of the Municipal Structures Act (Act 117 of 1998) further stipulates the enhancement of participatory democracy in local government by ward committee.

2.5 MUNICIPAL SYSTEMS ACT (ACT 32 OF 2000)

Section 16(1)(a) of the Local Government Municipal Systems Act (Act 32 of 2000) states that a municipality is required to develop a culture of municipal governance that complements formal representative government with a system of participatory democracy. To this end, the Lepelle-Nkumpi Municipality encourages and creates conditions for the local community to participate in the affairs of the municipality.

Chapter 5 of the Municipal Systems Act (Act 32 of 2000) requires specifically that community members of Lepelle-Nkumpi Municipality participate in the preparation, implementation and review of the Integrated Development Plan (IDP). In terms of Section 17(2) of the Municipal Systems Act (Act 32 of 2000), community members with special needs such as the disabled, women and the youth should be taken into account to allow them to participate meaningfully in the IDP process.

Section 42 of the Municipal Systems Act (Act 32 of 2000) further states that Lepelle-Nkumpi Municipality, through appropriate mechanisms, processes and

procedures should involve the local community in the development, implementation and review of the municipality's performance management system, and in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets of the municipality.

Lepelle-Nkumpi Municipality is required to develop participatory measures to include notifying members of local communities in good time about meetings, through appropriate communication measures. Lepelle-Nkumpi Municipality should also make for comments, consultation sessions and report back sessions and public hearings to enhance participation processes.

2.6 RECONSTRUCTION AND DEVELOPMENT PROGRAMME (RDP)

The Reconstruction and Development Programme (RDP) is an integrated, coherent socio-economic policy framework. The key objective of RDP is to meet basic needs and improve people's socio-economic situation. It is a commitment to grassroots, bottom-up development owned and driven by communities and representative organisations (ANC, 1994:4).

Lepelle-Nkumpi Municipality is encouraged to develop a culture of local government administration and local authorities are required to be structured to ensure maximum participation by civil society and communities in decision making and developmental initiatives of local authorities. Cameron (1996b), Munslow and Fitzgerald (1995:448) and Wallis, (1995) state that lack of administrative capacity and overemphasis on community participation were major constraints.

2.7 PROMOTION OF ACCESS TO INFORMATION ACT (ACT 2 OF 2000)

The Promotion of Access to Information Act (Act 2 of 2000) fosters and promotes a culture of transparency, accountability and access to information by the people. Lepelle-Nkumpi Municipality is promoting transparency to the citizens and accounting to the services rendered to community members (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:2). The Promotion of Access to Information Act (Act 2 of 2000) is aimed at promoting participation and it gives people the right to have access to any information from the municipality.

2.8 MUNICIPAL FINANCE MANAGEMENT ACT (ACT 56 OF 2003)

The Municipal Finance Management Act (Act 56 of 2003) outlines ways in which the community can be informed of the financial situation of a municipality. However, the Municipal Budget and Reporting Regulation of 2009 provides for the formalisation of norms and standards in order to improve the credibility, sustainability, transparency, accuracy and the reliability of the municipal budget. The emphasis is that the municipalities have to ensure that its budget is open for all community members. It is not supposed to be only for the municipal council or office bearers.

2.9 THE WHITE PAPER ON DEVELOPMENTAL LOCAL GOVERNMENT

The White Paper on Developmental Local Government puts forward a vision of a developmental local government which centres on working with local communities to find sustainable ways to meet the basic needs of the citizens

and improve the quality of life of community members. Therefore, Lepelle-Nkumpi Municipality is required to inform all community members and the stakeholders with regard to any development within the municipality.

2.10 NATIONAL DEVELOPMENT PLAN

The National Development Plan, hereafter called NDP, leads to Vision 2030. One of the objectives of the National Development Plan is the elimination of poverty and the reduction of inequality through citizens being active in their own development, in strengthening democracy and in holding their government accountable. Therefore Lepelle-Nkumpi Municipality is expected to involve community members on the onset of the development of the Integrated Development Plan and also during the implementation phase.

2.11 NATIONAL POLICY FRAMEWORK FOR PUBLIC PARTICIPATION OF 2005

The National Policy Framework for public participation of 2005 is a policy framework for public participation in South Africa. This policy framework builds on the commitment of the democratic government to deepen democracy, which is embedded in the Constitution and above all in the concept of local government as comprising the municipality and the community.

Therefore, Lepelle-Nkumpi Municipality is committed to a form of participation which is genuinely empowering, and not token consultation or manipulation. Participation in Lepelle-Nkumpi Municipality involves a range of activities including creating democratic representative structures (ward committees), assisting structures to plan at a community level (community-based planning),

to implement and monitor plans using a range of working groups, supporting community-based services, and to support these local structures through a cadre of community development workers.

2.12 DRAFT WHITE PAPER ON THE TRANSFORMATION OF PUBLIC SERVICE DELIVERY OF 1997

The Draft White Paper on the Transformation of Public Service Delivery of 1997 stipulates that citizens need to be consulted about the level and quality of the public service they receive and, wherever possible community members are required to be consulted about the services that are offered. Therefore, Lepelle-Nkumpi Municipality is expected to consult community members about the available services in the municipality so that the community members have to choose.

2.13 TRADITIONAL LEADERSHIP AND GOVERNANCE FRAMEWORK ACT (ACT 41 OF 2003)

The Traditional Leadership and Governance Framework Act (Act 41 of 2003) stipulates that traditional leaders are required be part of democratic leadership and governance structures at the local government sphere. In this co-operative relationship with municipalities, traditional leaders facilitate public participation in policy and service delivery decisions that affect communities.

2.14 CONCLUSION

Constitution of the Republic of South Africa Act (Act 108 of 1996) stipulates that local government is in charge of the development process and municipal

planning in municipalities. The White Paper on Local Government (1998) introduces the concept of “developmental local government” allocating the central responsibility of municipalities to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives.

In conclusion, the Municipal Structures Act (Act 117 of 1998) requires all the municipalities to develop systems that enhance effective community participation in local government. Participatory measures should include notifying members of local communities in good time about meetings, through appropriate communication measures. Lepelle-Nkumpi Municipality is required to ensure that its budget is open for all community members. Traditional leaders are also required to facilitate public participation, especially in policy and service delivery decisions that affect rural communities.

3

THEORETICAL PERSPECTIVE OF COMMUNITY PARTICIPATION IN LEPELLE-NKUMPI MUNICIPALITY

3.1 INTRODUCTION

Rubric 3 outlines the different theories and also provides an examination of how recognised national and international authors have constructed different meanings to the three key concepts: community, participation and Integrated Development Plan. There has been a rising concentration around the world in ways to improve public involvement in governance, with the quality and legitimacy of decision making (Cornwall 2002:1).

The rationale behind considering different theories is to provide an overview of different concepts and outline on key issues impacting on community participation in the Integrated Development Plan and determining the developmental changes and challenges around community participation within the affairs of the municipality.

The initiative of participation has therefore come to the fore with civil society becoming the organising way for participatory governance (Lovan, Murray and Schaffer 2004:1-2). The study of the literature involves tracing, identifying and analysing documents containing information in relation to the research topic. The researcher assessed the available and existing literature related to how communities participate in the municipal IDP; how the municipality capacitates the community with skills; to what extent the municipality manages the process of IDP development and how much time the municipality allocated to the communities during consultation and the resources allocated to them.

Lovan *et al.* (2004:250) maintain that “participatory governance” is now part of the mainstream approach to public decision making in many parts of the world. The researcher focused on how the literature defines and explains the problem being investigated. The literature review assesses the degree of investigation of community participation in Lepelle-Nkumpi Local Municipality. It also assess the work done so far on the problem being investigated to show how the current study relates to what has already been done.

In explaining the theoretical perspective, the researcher consulted available published and unpublished documents such as textbooks, journals, reports, newspapers and bulletins. Below are the reasons behind the theoretical perspective:

- Literature highlights previous investigations related to the research topic and indicates how other researchers have dealt with similar research problems in similar situations;
- Perspective of own study is provided;
- Literature study stimulates new ideas and approaches; and
- It provides a framework for the evaluation and assessment of future work.

The theoretical perspective in this study is structured around a discussion of basic assumptions underlying public participation; Integrated Development Plan; Core components of Integrated Development Plans; Mechanisms, processes and procedures for community participation; Benefits of Integrated Development Planning; community participation; community and public participation; integrated development planning and public participation; communication and community participation; the need to promote public participation; guidelines on the encouragement of public participation;

principles of public participation; levels of participation; the core values for the practice of public participation; types of public participation; the phases of IDP; processes of community participation; advantages of community participation; public participation challenges; and capacity building.

3.2 EXPLANATION OF SPECIFIC CONCEPTS

The conceptualisation of participatory governance and public participation is burdened with difficulties. The goals for public participation are not always clearly set out. It is generally acknowledged that the principle of public participation is the cornerstone for democracy and good governance. In this section, the discussion focuses mainly on Integrated Development Plan, community, participation, community participation and capacity development.

3.2.1 Basic assumptions underlying public participation

Public participation has been defined in various ways and for a variety of reasons. For example, participation has been used to build local capacity and self-reliance, but also to justify the extension of the power of the state. It has also been used for data collection and interactive analysis (National Policy Framework for Public Participation 2007:1).

Community participation in Lepelle-Nkumpi Municipality is a legislative process which allows all community members and the stakeholders to exchange views and influence decision making (Lepelle-Nkumpi Integrated Development Plan 2014/15). Democratically, Lepelle-Nkumpi Municipality, through the IDP process, allows community members to decide, plan and play an active part in the development and operation services that affect the lives

of Lepelle-Nkumpi community members. The assumptions underlying public participation in the IDP are as follows:

- Community participation is designed to promote the values of good governance and human rights;
- Community participation acknowledges a fundamental right of all people to participate in the governance system;
- Community participation is designed to narrow the social distance between the electorate and elected institutions;
- Public participation requires recognising the intrinsic value of all people, investing in their ability to contribute to governance processes;
- Community members participate as individuals, interest groups or communities in generally;
- In the South African context, community participation is defined as a ward, with elected ward committees; and
- Ward committees play a central role in linking up elected institutions with the people, and other forums of communication reinforce these linkages with communities like the *izimbizo*, roadshows, the *makgotla* and so forth.

3.2.2 Integrated Development Plan of Lepelle-Nkumpi Municipality

Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) is a product of the planning process. Lepelle-Nkumpi IDP process is driven by officials and councillors and it also involves members of the community Municipal System Act (Act 32 of 200).

IDP is a broad plan for an area that gives an overall framework for development. It is a planning process and instrument which guides and

informs planning, budgeting, management and decision-making processes in the Lepelle-Nkumpi Municipality (Lepelle-Nkumpi Integrated Development Plan 2014/15). This is supported by the Municipal System Act (Act 32 of 200), section 35, which describes an IDP as a guide that informs all planning, budgeting, management and decision making in the municipality.

Integrated Development Planning is a process through which a municipality establishes a development plan for the short, medium and long term (Lepelle-Nkumpi Integrated Development Plan, 2014/15). Under the new Constitution local government has a new, expanded role to play. In addition to the traditional role of providing services, municipalities must now lead, manage and plan for development and also play an active role in social and human development (Department of Constitutional Development 1998: 29).

The integrated development planning process is meant to assist Lepelle-Nkumpi municipal council to arrive at balanced decisions on issues of municipal budgets, provision of basic infrastructure, land management, social and economic development and institutional transformation (Lepelle-Nkumpi Integrated Development Plan 2014/15).

Lepelle-Nkumpi Municipality integrated economic, sectoral, spatial, social, institutional, environmental and fiscal strategies of the IDP to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and empowerment of the poor and the marginalised.

Theron and Barnard (1997:36) are of the view that development planning consists of two components which reinforce one another, namely,

development and planning. IDP is therefore a plan that guides the activities and decisions of Lepelle-Nkumpi Municipality for the next 5 years in terms of Chapter 5 of the Municipal Structures Act (Act 117 of 1998).

Integrated Development Plan is subject to a review process that happens annually to ensure the improvement of service delivery and the effectiveness of the administration of the municipality. The White Paper on Local Government (1998) describes the IDP as one of the key tools local government has in coping with its new developmental role. Lepelle-Nkumpi Municipality necessitates the involvement of all relevant stakeholders through the following:

- Identifying its key development priorities;
- Formulating a clear vision, mission and values;
- Formulating appropriate strategies;
- Developing the appropriate organisational structure and systems to realise the vision and mission; and
- Aligning resources with the development priorities.

3.2.3 Core components of Integrated Development Plan

The issue of public participation is of vital importance in a democratic government. It touches the core of the relationship between citizens and the government. The core components of integrated development plan reflect the following:

- Lepelle-Nkumpi municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

- Assessment of the existing level of development in Lepelle-Nkumpi Municipality, which includes the identification of communities which do not have access to basic municipal services;
- Lepelle-Nkumpi council's development priorities and objectives for its elected term, including local economic development aims and internal transformation needs;
- Lepelle-Nkumpi council's development and operational strategies are required to be aligned with national or provincial sectoral plans and planning requirements binding on the municipality;
- A spatial development framework which includes the provision of basic guidelines for a land use management system for Lepelle-Nkumpi Municipality;
- Applicable disaster management plans; and
- A financial plan, which includes a budget projection for the next three years (Lepelle-Nkumpi Integrated Development Plan 2014/15).

3.2.4 Mechanisms, processes and procedures for community participation

Participation by the local community in the affairs of the municipality take place through political structures for participation in terms of the Municipal Structures Act (Act 117 of 1998); the mechanisms, processes and procedures for participation in municipal governance established in terms of this Municipal Structures Act (Act 117 of 1998); other appropriate mechanisms, processes and procedures established by the municipality; and councillors.

Lepelle-Nkumpi Municipality is required to establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality. For this purpose Lepelle-Nkumpi must provide for the receipt, processing and consideration of petitions and complaints lodged by community members.

It is important for Lepelle-Nkumpi Municipality to organise public meetings and hearings by the municipal council and other political structures and political office bearers of the municipality; consultative sessions with locally recognised community organisations, traditional authorities; and report-back to the local community.

Lepelle-Nkumpi Municipality is obliged to establish mechanisms, processes and procedures to take into account the special needs of people who cannot read or write; people with disabilities; women and other disadvantaged groups. Lepelle-Nkumpi municipal council should establish advisory committee consisting of persons who are not councillors to advise the council on any matter within the council's competence. When appointing the members of such a committee, gender representation must be taken into account.

3.2.5 Benefits of Integrated Development Planning

The main aim of public participation is to encourage the public to have meaningful input into the decision making process. The benefits of public participation are many and it is not easy to categorise them. Public participation suggests direct involvement of the public and takes place, preferably, in an open discussion with decision makers. The community members in Lepelle-Nkumpi do have the opportunity to influence resources by

identifying needs and priorities through the IDP review process with the following benefits (IDP Guide Packs 2001:9):

- **Focused and Proactive Management:** Integrated development planning mobilises municipality to focus itself, develop a future directed vision and proactively position itself in a changing environment. Furthermore, it enables the municipality to gain a better understanding of the challenges it encounters and to identify effective methods to deal with such challenges (IDP Guide Packs 2001:9).

By analysing the future, Lepelle-Nkumpi Municipality, its leaders, other stakeholders and civil society anticipate future opportunities and threats. Lepelle-Nkumpi Municipality develops the ability to optimise opportunities, while controlling and minimising the threats. By identifying problems before occurs, Lepelle-Nkumpi Municipality avoids being trapped in a cycle of crises management, which consumes valuable financial and human resources which could have been used to take advantage of opportunities.

- **Institutional Analysis:** One of the key components of the IDP process is an internal organisational audit or analysis. The analysis allows Lepelle-Nkumpi Municipality to know and understand its own internal operations. On the basis of this understanding, Lepelle-Nkumpi Municipality is in a better position to manage the changes which are required in order to bring about the desired future (IDP Guide Packs 2001:9).

The aim of the analysis is to identify the municipality's strengths and weaknesses, including its structures, staff composition and deployment, financial situation and culture. The purpose is not to defend outdated and

impractical structures, procedures and practices, but rather to establish an open minded view of the organisation, to recognise problems, shortcomings, limitations and imbalances and to identify ways to overcome them.

The institutional analysis also focuses on exposing the vulnerability of the municipality in terms of identified threats. Institutional analysis highlights the capacity of the municipality to optimise opportunities and to be proactive and future-directed.

- **Matching resources to needs:** Integrated Development Planning provides an opportunity to establish and prioritise the needs to be addressed by Lepelle-Nkumpi Municipality. Identification of resource needs grants Lepelle-Nkumpi Municipality the opportunity to inform the community members and all other stakeholders about available resources and to involve communities in prioritising services and service levels. It enables the municipality to allocate resources (human and financial) in order of priority. It also allows for the design of alternative service delivery mechanisms such as public and private partnerships (IDP Guide Packs 2001:9).
- **Project Management:** The IDP is defined as a holistic plan or the final product of the IDP process. It contains a range of projects all designed to achieve specific development objectives. The IDP sets measurable development objectives and targets. For each of these objectives and targets Lepelle-Nkumpi Municipality assigns tasks with set target dates to specific persons or task teams. Lepelle-Nkumpi Municipality is able to monitor the course of each action and make adjustments where necessary

to ensure that the intended objective is achieved (IDP Guide Packs 2001:9).

- **Performance Management:** Municipal Planning and Performance Management Regulation of 2001 outlines the requirements for an IDP. Section 2(1) (e) states that a municipality's Integrated Development Plan must at least identify the key performance indicators set by the municipality. Lepelle-Nkumpi municipal IDP sets clear development objectives and targets and provides direction to improve performance. It sets key performance indicators (KPI's) and the criteria for measuring performance both for the overall IDP and for specific projects. Lepelle-Nkumpi Municipality developed key performance indicators to enable management to align its actions with set objectives (IDP Guide Packs 2001:10).

Lepelle-Nkumpi Municipality utilises customer satisfaction survey as a tool to measure performance. Lepelle-Nkumpi municipal external stakeholders are involved in identifying and prioritising needs; they are able to judge whether the objectives and targets have been successfully achieved as planned. Lepelle-Nkumpi community members are an integral part of the monitoring process (Lepelle-Nkumpi Integrated Development Plan 2014/15).

- **Realistic Planning:** Lepelle-Nkumpi communities set an idealistic vision for the future. However, by involving all stakeholders in the planning process and empowering community members with knowledge about the municipality's weaknesses and strengths and its resources and responsibilities, Lepelle-Nkumpi Municipality is able to develop a realistic and achievable plan for future development. Stakeholders are more likely

to prioritise their needs and expectations realistically when they are involved in the planning process (IDP Guide Packs 2001:10).

- **Unification and Consensus Building:** Lepelle-Nkumpi Municipal IDP provides an opportunity for stakeholders with different needs, priorities and agendas to learn from each other and to negotiate and compromise around their established viewpoints. The process is not without disagreement and conflict but, if well managed, it promotes consensus and allows compromises and agreements on common development objectives to be reached (IDP Guide Packs 2001:10).

Through this process Lepelle-Nkumpi councillors and officials gain a better understanding of the municipality and the respective roles to fulfil. This enhances team work and promotes commitment towards achieving the development and operational objectives contained in the IDP.

- **Empowerment of Stakeholders:** Lepelle-Nkumpi Integrated Development Planning is participatory in nature because it involves the participation of all stakeholders. The Constitution of Republic of South Africa (Act 108 of 1996) stipulates that all spheres of government, national, provincial and local, are required to promote “co-operative governance” that is, government which actively seeks to involve all those who have an interest in or a contribution to make (IDP Guide Packs 2001:10).

Stakeholder empowerment is the cornerstone of our new democracy and for municipalities; this means that the client base (the citizens and all affected stakeholders and groups) has to be involved in every decision making which affects them. However, meaningful participation entails that the community

and stakeholders of Lepelle-Nkumpi Municipality should be empowered with the necessary information and knowledge about all the issues that need to be addressed. This will ensure constructive, practical and achievable objectives.

The IDP process is the medium through which such knowledge is channelled to stakeholders, and through which communities are empowered to participate in planning for the future. Informed participation enables the community to take shared responsibility for the destiny of the municipality and provides the benefit of greater commitment by stakeholders towards the IDP.

- **Focused Budgeting:** The IDP process facilitates budgeting in accordance with planning and it enables the budget to be linked to the IDP as required by the Municipal Systems Act (Act 32 of 2000). In particular, it provides for strategic management based on a budget, driven by the key development priorities. Stringent financial control and sound financial management are not possible unless there is a focused budget based on specific objectives with no “fat reserves” (unallocated resources). Integrated development planning ensures that realism dictates the budget if it carried out correctly (IDP Guide Packs 2001:11).
- **Change Agent:** Planning for future development also means planning for change. The IDP provides a tool for managing the change which automatically comes with development. Through the IDP process the mind-sets of public changed to address the realities of the present and to embrace the opportunities of what the future holds. The process requires Lepelle-Nkumpi Municipality to come up with new approaches to management and planning. The process also determines the rules with which Lepelle-Nkumpi municipal structure and community members

comply with in the development of the culture of change management (IDP Guide Packs 2001:11).

3.2.6 Definition of Community

The Local Government Municipal Systems Act (Act 32 of 2000) defines community by ward system, which is a geographical area into which a municipality is divided for elections, amongst other purposes. Ward refers to a small area that a city has been divided into for the purpose of local election. DPLG (2005: 75) states that a ward is a small unit of a local authority, like a neighbourhood, or suburb that elects a ward councillor to represent residents of the respective community on the local authority or municipal council.

Selznick (1992) further states that community implies a web of affective relationship that is qualitatively different from those constituting other kinds of human groups. Lombard (1992:37-38) also explains community in terms of geographical, functional or geographical functional elements. Community also involves commitment to a shared culture, including shared values, norms and meanings.

Community is not simply an aggregate of persons living together as free individuals. It is also a collectivity that has identities and purposes of its own. Craig (2005) identifies three commonly used meanings of community:

- A geographical community, whose boundaries relate to the practice of community development, namely people living within a fairly well-defined physical space which appears to be the most common use of the term within South Africa;

- A community of identity, within and between geographical communities, bound by a common set of interests or aspirations; and
- An issue-based community, being a group or association of individuals focused on particular issues such as improving housing conditions, or protecting aspects of the environment groups which form around these kinds of issues which may be quite ephemeral and fade away again after a campaign has been successful.

Stewart (2003) defines community as commonly used in two different senses. Firstly, community refers to any category of people who are related to each other by virtue of specific common interests and values, for example the disabled, women, low income people, etc. Secondly, community specifies the category of people who are related to each other by virtue of living in the same particular locality which implies that community members have shared values and interests, arising from their common locality.

A community can be defined as a group of people with diverse characteristics, but who are linked by social ties, share common perspectives and engage in joint action. UNAIDS defines community in its widest and most inclusive sense by pointing out that a community is a group of people who have something in common and act together in their common interest.

3.2.7 Participation

Participation is a process through which all members of a community or organisation are involved in and have influence on decisions related to development activities that affect them. Participation is one of the

cornerstones of democracy and has equal benefits for politicians, officials and civil society (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:3).

Participation is a political practice that promotes access to relevant information, influence over the allocation of scarce resources, awareness about the benefits of collective action and the increase of social capital, and citizenship (Nel 2000:48-68). This means that consultation assists council to make more appropriate decisions based on the real needs of people.

The White Paper on Local Government (1998:11) emphasises that the municipalities required developing appropriate strategies and mechanisms to ensure participation. Some hints on how to do this are:

- Forums of organised formations (especially in the fields of visioning and on issue-specific policies, rather than on multiple policies);
- Structured stakeholder participation in council committees (in particular in temporary issue-oriented committees);
- Participatory action research, with specific focus groups (for in-depth information on specific issues); and
- Formation of associations (especially among people in marginalized areas).

Participation is explained as the act of taking part in an activity or event. Freire (1999) says participation is not only about people. It is a process where planners and change agents oblige to participate in the process. The key similarities identified on both definitions consider sharing and taking part as key concepts in participation. The common experiences of participation are as follows:

- Community members to be involved from outside and included throughout the process;
- Participation involve responsibility;
- Development is a process of shifting control and responsibility from the development agency to communities over time; and
- There are limitations and frustration involved in promoting participation.

Ababio (2007:615) argues that the South African government has committed itself to instituting a wide ranging participatory processes in the different spheres and institutions of government in the country.

3.2.8 Community and Public Participation

According to Davids, Theron and Maphunye (2005:119), South Africa has an enlightened constitution which lays the foundation for grassroots democratisation and good governance, based on a developmental point of reference as embodied in the ideas of developmental local government and integrated planning. Public participation is a two-way communication process between the public and the government through their elected local authorities (Brynard 1996: 40).

McGee (2002) defines community participation as a process through which the community influences and shares control over development initiatives, decisions and resources which affect them. The Municipal Systems Act (Act 32 of 2000) Chapter 4, section 16(1) (a), deals with community participation. The Act requires Lepelle-Nkumpi Municipality to develop a culture that promotes participatory governance and encourage, and creates conditions for the local community to participate in the affairs of the municipality, including

the IDPs performance management systems, performance monitoring, budget preparation and strategic decisions.

Public participation has been defined in various ways by different people, and for a variety of reasons. For example, participation has been used to build local capacity and self-reliance, but also to justify the extension of the power of the state. It has also been used for data collection and interactive analysis. Davids and Maphunye (2005:61) emphasise the connotation of public participation as the defining feature of the new local government system, without which democracy may not be achieved.

Community participation is the engagement of citizens in a variety of administrative policy making activities, for example, the determination of the level of service, budget priorities, and the acceptability of physical construction projects in order to direct government programmes toward community needs, build public support and embolden a sense of cohesiveness within society (Fox and Meyer 1995:20).

The National Policy Framework on Public Participation of (2005) explains public participation as an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision making. It is further defined as a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect their lives.

Public participation is essentially about how values and philosophies fit into different societies and citizenship. Public participation incorporates all labels used to describe various mechanisms that individuals or groups use to

communicate their views on a public issue. Public participation is used to build and facilitate capacity and self-reliance among the people (Zillman *et al.* 2005:5).

Lepelle-Nkumpi Municipality involves the citizens in initiatives of IDP process (Lepelle-Nkumpi Integrated Development Plan 2014/15). This characterisation is supported by the United Nations Department of Economic and Social Affairs (UNDESA) which further highlights that in public participation, community members themselves are afforded an opportunity to improve their conditions of living, with as much reliance as possible on the community's initiatives.

According to Williams (2006:197), community participation should be understood as the direct involvement of the community in the planning, governance and overall development programmes at local level. Community participation refers to the genuine participation of a community towards the development in their society (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:3).

Lepelle-Nkumpi community members are expected to control such development projects, to take collective action and decision making. Hence ward committees in Lepelle-Nkumpi municipality play a central role in linking up elected institutions with community members and other forms of communication to reinforce these linkages with communities (for example, imbizo, road shows, and makgotla).

Burkley (1993:56) argues that participation by the people in the institutions and systems which govern their lives is a basic human right and also important for the realignment of political power in favour of the disadvantaged groups and for social development. The common theme amongst these

various characterisations of public participation places community members of Lepelle-Nkumpi Municipality at the centre stage and the emphasis is on the active participation in their own development-related matters to ensure sustainable livelihoods.

The World Bank introduced the terms 'community participation' and 'community development' as a means of ensuring that Third World development projects reached the poorest in the most efficient and cost effective way, sharing costs as well as benefits, through the promotion of self-help. Participation involves political struggle whereby the powerful fight to retain their privileges (Mayo and Craig 1995: 5).

3.2.9 Relationship between Integrated Development Planning and public participation

In its IDP Guide Packs (South Africa 2001), the Department of Provincial and Local Government proposes that an integrated development planning representative forum be established to encourage the participation of communications and other stakeholders which include:

- Members of the executive committee of the council;
- Councillors including district councillors;
- Traditional leaders;
- Ward committee representative;
- Heads of departments and senior officials from municipal and government department;
- Representatives from organised stakeholder groups;
- People who fight for the rights of unorganised groups, for example, a gender activist;
- Resource people or advisors; and

- Community representatives (for example RDP Forum).

Lepelle-Nkumpi municipal stakeholders and community representatives participate in the Integrated Development Planning representative forum in order to:

- Inform interest groups, communities and organisations about relevant planning activities and outcomes;
- Provide an opportunity for stakeholders to represent the interests of their constituencies;
- Provide a structure for discussion, negotiations and joint decision making;
- Ensure proper communication between all stakeholders and the municipality; and
- Monitor the planning and implementation process.

Lepelle-Nkumpi Municipality is required to develop a code of conduct for this forum that provides details on the following:

- Meetings – frequency and attendance;
- Agenda, facilitation and recording of proceedings;
- Understanding the role of various stakeholders as representatives of their constituencies;
- How feedback to constituencies will take place; and
- The required majority for decisions to be taken and how disputes will be resolved.

Lepelle-Nkumpi municipal council is required to approve a strategy for public participation. This strategy decides on, among other things:

- The roles of different stakeholders during the participation process;
- Ways to encourage the participation of unorganised groups;
- Methods to ensure participation during the different phases of planning;
- Time frames for public and stakeholder response, inputs and comments;
- Ways to disseminate information ; and
- Means to collect information on community needs.

3.2.10 Participation and development in Lepelle-Nkumpi Municipality

Mansuri and Rao (2012:14) identify the focus on participation in development (from the mid-1980s) as a reaction against large-scale “top-down” investment projects and the social costs of structural adjustment. Participation, in the development context, is a process through which all members of a community or organisation are involved in and have influence on decisions related to development activities that affect communities. That implies that development projects address community or group needs on which members have chosen to focus, and that all phases of the development process are characterised by active involvement of community or organisation members.

Gaventa (2003:10) notes that the meaning and scope of “participation” in development discourse has expanded from engagement or involvement in community projects to participation in policy encompassing forms of participation in the economic and socio-cultural spheres.

Cleaver (1999:598) has also highlighted the distinction between efficiency arguments for participatory approaches (to achieve better outcomes), and equity and empowerment arguments (participation as enhancing individual capacity to improve their lives and mobilise vulnerable groups), and a

tendency for these arguments in practice to be conflated, and for the concept of empowerment to become depoliticised as a result.

3.2.11 Participation and empowerment in Lepelle-Nkumpi Municipality

Participation and empowerment are jointly reinforcing. Lacking in the skills and resources needed to contend in a modern and increasingly technological society, poor communities are generally left out of development and the benefits therein. Communities of Lepelle-Nkumpi participate, learn new skills, gain confidence and develop their own voices and ability to control their lives. When people feel empowered, they are more likely to participate in the affairs of the municipality and it is advantageous for the municipality in order for it to be more successful (Rubin and Rubin 2001:77-79).

Therefore, Lepelle-Nkumpi Municipality is required to empower the communities and the stakeholders in order to realise public aspirations for better lives. To achieve this, Lepelle-Nkumpi Municipality gives community members the knowledge, skills and confidence to address their own needs and advocate on their own behalf. Lepelle-Nkumpi Municipality also opens doors for community members not only to participate in IDP, but also to evaluate the participation process (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:8).

3.2.12 Communication and Community Participation

The Municipal Systems Act (Act 32 of 2000) states that the municipality is required to communicate information to its community concerning the available mechanisms, processes and procedures to encourage and facilitate

community participation; the matters with regard to which community participation is encouraged; the rights and duties of members of the local community; and municipal governance, management and development.

When communicating the information, Lepelle-Nkumpi Municipality takes into account the language preferences and usage in the municipality; and the special needs of people who cannot read or write (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:3). The Lepelle-Nkumpi Municipality has a communication unit that facilitates internal and external communication of municipal programmes to stakeholders on a continuous basis. The municipality communicates with local and external stakeholders through municipal newsletters, public notices and meetings, two local radio stations and regional stations, regional and national newspapers, website and phones.

Lepelle-Nkumpi municipal wards have been allocated community development workers from Provincial CoGHSTA, who serve as conduits between the municipality and the community on public participation messages and service delivery matters. Lepelle-Nkumpi municipal council has also appointed a spokesperson in the Mayor's office to this effect. Communication and public participation strategy were reviewed by council during the 2012/13 financial year.

The major challenge facing Lepelle-Nkumpi Municipality with regard to public participation has been poor turn-out of community members during community meetings, even though transport is being arranged by the municipality to ferry people from their respective villages to meetings venues (Lepelle-Nkumpi Integrated Development Plan 2014/15).

3.2.13 Need to promote public participation in Lepelle-Nkumpi Municipality

The objective of promoting community participation is to strengthen the community's capacity to identify problems and come up with solutions, carry out action plans, as well as monitor the progress and make an appropriate evaluation, measurement, and analysis of impact and results and give feedback to stakeholders, community and others who wish to learn about the programme. Public participation in Lepelle-Nkumpi is promoted for four main reasons;

- **Firstly**, Lepelle-Nkumpi local Municipality promotes public participation. The rationale behind promoting public participation is legislative requirement to be fulfilled by the municipality.
- **Secondly**, public participation is promoted in order to make development plans and services more relevant to local needs and conditions.
- **Thirdly**, public participation is encouraged in order to hand over responsibility for services and promote community action.
- **Fourthly**, public participation is encouraged to empower local communities to have control over their own lives and livelihoods.

Community participation has to be focused if it is to succeed (Craythorne 2003:246). The reason is that direct public participation usually advocates public participating in formulating development plans at the formative stage, not after municipal officials committed to particular choices. Community participation involves community members at every stage of community economic development cycle. By doing that, the community members become well informed and are aware of their shared concern or common need, and members decide together to take action in order to create shared benefits.

3.2.14 Guidelines for encouraging public participation

The municipal government, through its IDP committee and its councillors, is required to use all appropriate means, above and beyond creating the necessary conditions to encourage public participation. It is a struggle for most municipalities to provide minimum conditions and ensure the involvement of major players from within municipal government. Participation is a right and not a duty of community members. The ability to actively encourage public participation at community level is limited in most places.

The encouragement for public participation therefore focuses on those social groups which are not well organised and which do not have the power to articulate their interests publicly. These include poverty groups, women, or specific age groups (youth, orphans, and aged people). Lepelle-Nkumpi Municipality is required to identify the groups and determine appropriate ways of ensuring their representation in the Representative IDP Forum.

3.2.15 Basic principles of public participation

The elected Lepelle-Nkumpi municipal council is the final decision making forum on IDP (Lepelle-Nkumpi Integrated Development Plan, 2014/15). The role of participatory democracy is to inform, negotiate and comment on those decisions, in the course of the planning and decision making process.

Public participation has to be institutionalised in order to ensure that all community members have an equal right to participate. Institutionalising participation means setting clear minimum requirements for participation procedures which apply to municipalities by means of regulations and a legally

recognised organisational framework (Cloete and Thornhill 2005:126). The participation of communities has the following principles:

- **Firstly**, facilitate high quality dialogue that participation becomes more than just “having facilitator’s say,” but also includes “listening to others have their say” and seeking out common ground and potential solutions. A skilled facilitator with appropriate sensibilities is essential, helping all participants to keep an open mind and to develop strategies that are in the best interest of the community as a whole. The quality dialogue that leads towards desirable outcomes are as follows: Is it deepening understanding? Is it building relationships? Is it expanding possibilities? Most public forums need good facilitation to ensure high quality dialogue (IAP2 2006).
- **Secondly**, respond to all inputs and opinions given by community members to ensure everyone has been heard and the inputs have been given due consideration. Public Service Commission (2008:10) further states that public participation seeks input from participants in designing how they participate. The diversity of perspectives engaged in a wide participatory process maximises the diversity of the views and ideas of community members in Lepelle-Nkumpi that are affected by the problem.

This includes the community wisdom and buy-in which come from the fair and creative inclusion of all relevant perspectives, viewpoints, cultures, information, experiences, needs, interests, values, contributions and dreams which will make valuable contributions toward the wise resolutions of their situations. Public participation programmes recognise the diversity of values and opinions that exist within and between communities.

In the community participation process it is important to understand the differences associated with race, gender, religion, ethnicity, language, age, economic status and sexual orientation. These differences are allowed to emerge and where appropriate ways are sought to develop a consensus. Planning processes are required to build on this diversity (National Policy Framework for Public Participation 2007:6).

- **Thirdly**, public participation programmes are aimed to capture the full diversity of communities and not only specific community members who are the most publicly active or socially capable (National Policy Framework for Public Participation 2007:6).
- **Fourthly**, empower the community members' engagement to the extent that communities feel involved in the identification and ratification of decisions made on the solution either directly or by recognised representatives (National Policy Framework for Public Participation 2007:6). The decision-making process should be appreciated by everybody by saying that "we, the community members made this decision"; the members will support the implementation of those decisions as they will have been part of the decision making process (IAP2 2006).
- **Fifthly**, build consensus, understanding that not all community members completely agree on everything. Identify areas of agreement, acknowledging the usually significant areas of common ground among participants, and then focus on developing potential resolutions to areas of disagreement.

- **Sixthly**, promote transparency so that even if community members disagree with the outcome of the process, community members understand how it was reached and the reasons behind the decisions made. The documentation of the process needs to be clear and complete to provide full understanding of the decisions made. It is also promoting openness, sincerity and honesty among all the role players in the participation process (National Policy Framework for Public Participation, 2007:6).
- **Seventhly**, follow-through on commitments made through the community development process, and establishes mechanisms for monitoring of on-going participation in the implementation process. It also recognize that the process of community engagement and participation is on-going and an essential component of community development (IAP2 2006).
- **Eighthly**, building community participation is the active empowerment of role players so that they clearly and fully understand the objective of public participation and may in turn take such actions or conduct themselves in ways that are calculated to achieve or lead to the delivery of the objectives.
- **Ninthly**, flexibility is needed to make room for change in order to the benefit the participatory process. Flexibility is often required in respect of timing and methodology. If incorporated into the participatory processes upfront, this principle allows for adequate public involvement, realistic management of costs and better ability to manage the quality of the output (National Policy Framework for Public Participation 2007:6).

- **Next** is accessibility at both mental and physical levels, collectively aimed at ensuring that participants in a public participation process fully and clearly understand the aim, objectives, issues and the methodologies of the process, and community members are empowered to participate effectively. Accessibility ensures not only that Lepelle-Nkumpi community members and other stakeholders relate to the process and the issues at hand, but also that community members are, at the practical level, able to make input into the process (National Policy Framework for Public Participation 2007:6).
- **Then** comes accountability by all the role players in a participatory process of full responsibility for their individual actions and conduct as well as a willingness and commitment to implement, abide by and communicate as necessary all measures and decisions in the course of the process (National Policy Framework for Public Participation, 2007:6)
- **In addition**, trust, commitment and respect are required in a public participatory process. Invariably, however, trust is used to refer to faith and confidence in the integrity, sincerity, honesty and ability of the process and those facilitating the process. Community participation in a rush without adequate resource allocations is undoubtedly seen as a public relations exercise likely to diminish the trust and respect of the community in whoever is conducting the process in the long term, to the detriment of any public participation processes (National Policy Framework for Public Participation 2007:6).
- **Last**, integration is crucial. Public participation processes are integrated into mainstream policies and services, such as the IDP process and

service planning (National Policy Framework for Public Participation, 2007:6).

Lepelle-Nkumpi Municipality clarifies the goals for and level of community participation by identifying the appropriate level of public participation, based on the degree to which public input can make a difference; community members desire to participate; willingness to engage the public; available resources; available time; and the consequences of not engaging the public.

3.2.16 Levels of participation

Public participation is defined differently by community members. The degree of involvement ranges from manipulation to citizen control. The levels of participation include the following:

- **Citizen control:** The community participates by taking initiatives independently of external institutions for resources and technical advice they need; however they retain control over how resources are used. An example of citizen control is self-government wherein the community makes the decisions.
- **Delegated power:** The government controls the decision making process and funds it, but communities are given delegated powers to make decisions. Communities participate in joint analysis, development of action plans and formation or strengthening of local institutions. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As community members take over local decisions and determine how

available resources are used, so they have a stake in maintaining structures or practices.

- **Partnership:** An example is a joint project whereby communities have considerable influence on the decision making process but the government still takes responsibility for the decision. Participation is seen by external agencies as a means to achieve project goals, especially reduced costs. Community members participate by forming groups to meet predetermined objectives related to the project.

Such involvement tends to arise only after external agents have already made major decisions. Participation is for material incentives where communities participate by contributing resources, for example, labour in return for food, cash or other material incentives.

- **Placation:** The communities are asked for advice and changes are made.
- **Consultation:** The community is given information about the issues and asked to comment, for example, through meetings or survey; but their views may not be reflected in the final decision, or feedback given as to why not. External agents define problems and information gathering processes, and so control the analysis. Such a consultative process does not concede any share in decision making.
- **Informing:** The community is told about the project, for example, through the meetings or leaflets; the community may be asked although its opinion may not be taken into account.

- **Therapy:** Community members participate by being told what has been decided or has already happened. It involves unilateral announcements by an administration or project management without listening to people's responses.
- **Manipulation:** Participation is simply a presence, for example, with the community's representatives on official boards but who are not elected and have no power, or where the community is selectively told about a project according to an existing agenda.

3.2.17 Core values for the practice of public participation

The International Association for Public Participation (IAP2, 2002) formulated the Seven Core Values for the practice of public participation that are confined by global declaration and policy statements. The values which contribute to the participation of citizens in promoting local governance are as follows:

- Community members have a say in decision about issues that affect their lives. When community members are invited to participate in decision making in the municipality and they are in a position to direct how decisions are taken and implemented. Participation is a process in which stakeholders influence and share control over development initiatives and the decisions and the resources which affect them.
- Community participation includes the promise that the community's contribution influences the decision. Community participation is aimed at influencing the decision making process to be representative to such an that extent community needs can dominate the agenda.

Fox and Meyer (1995: 20) define community participation as the involvements of citizens in a wide range of administrative policy making activities, including the determination of levels of service, budget priorities, and the acceptability of physical construction projects in order to orient government programmes toward community needs, build public support, and encourage a sense of cohesiveness within society. This bottom-up approach to participation creates an environment where officials are held accountable based on promised service envisaged in the municipal IDP.

- Community participation processes communicate the interests and meet the process needs of all participants. A local government that is responsive to the basic needs of its citizenry is the local government that strives to facilitate governance to an extent that all participating groupings in the locality are given an opportunity to present their needs based on the available resources at the municipality's disposal.
- A community participation process seeks out and facilitates the involvement of those potentially affected. Participation is acknowledged in the governance and development discourse, as a mechanism for building capacity for the rural poor in the quest for poverty reduction and good governance.
- A community participation process involves participants in defining how they participate. In promoting local governance, legislation and other municipal policies gives effect to public participation. This helps the community to actually understand reasons why community members require participating in a manner that promotes public interests.

IDP Local Pathway to Sustainable Development in South Africa provides for all communities to have a responsibility to be actively involved in municipal affairs. The Lepelle-Nkumpi Municipality offers community members and organised stakeholder groups an opportunity to shape the development of the towns and cities they live in.

- The public participation process communicates to participants on how their inputs affected the decision. Public participation also increases transparency in the decision-making process. The involvement of community members in Lepelle-Nkumpi Local Municipality enables the government officials to be accountable for the decisions taken. Therefore, communities are required to be involved in the decision-making process because their input helps to create useful solutions to problems.
- Last, the public participation process provides participants with the information needed to participate in a meaningful way unless otherwise the information is classified as confidential by the Lepelle-Nkumpi Municipality. The information should be available for citizens to familiarise themselves with so that they can meaningfully engage relevant officials with community key issues.

The opening up of the core activities of local government to societal participation is one of the most effective ways to improve accountability and governance. Participation does not require artificial processes where decisions are taken without the community's knowledge and involvement. Lepelle-Nkumpi Municipality should ensure that community members residing within the municipality are knowledgeable of the IDP processes.

3.2.18 Types of public participation

Literature shows that there are different types of public participation. These range, amongst others, from voting in elections, participating in party politics, holding public demonstrations, petitioning local or national leaders, lobbying decision-makers, making written or verbal submissions to committees, and the use of ward committees at local government level. Arnstein and Pretty (1996:273) as quoted by Davids et al, developed seven typologies to demonstrate the different concepts of public participation which are as follows:

- **Passive participation:** Communities participate by being told what is going to happen or what has already happened. In this context, participation in Lepelle-Nkumpi Municipality relates to a unilateral top-down announcement by the authority or project manager. Information being shared belongs to outsiders.
- **Participation in information giving:** Community members participate by answering questions posed in questionnaires or telephone interviews or similar public participation strategies. Community members do not have the opportunity to influence proceedings as the findings of the research are neither shared nor evaluated for accuracy.
- **Participation by consultation:** Communities in Lepelle-Nkumpi Municipality participate by being consulted while professionals, consultants and planners listen to their views. The disadvantage with this type is that professionals define both problems and solutions, and may modify these in the light of the people's responses. Most worrying is that this process does not include any sharing in decision making by the public, nor are professionals under any obligation to consider the public's views.

- **Participation for material incentives:** Community members participate by providing resources, such as labour, in return for food and cash. People are the executors of projects, though not included in the initiation and planning of the project so that the public can learn.
- **Functional participation:** Communities participate in a group context to meet predetermined objectives related to the project. The problem is that community members are not involved in the early stages of the project they are participating in once important decisions have already been taken.
- **Interactive participation:** Community members participate in a joint situational analysis, the development of action plans and capacity building. In this context, participation is seen as a right, not just as a means to achieve project goals.
- **Self-mobilisation:** Community members in Lepelle-Nkumpi participate by taking initiatives independent of external institutions to change systems. This bottom-up approach allows people to develop contacts with external institutions for resources and the technical advice they need though the community members remain with control over how resources are used (Andrea Cornwall, 2008:269-283).

From the above, it is evident that community members in Lepelle-Nkumpi are multifaceted. In South Africa, most of the above types of public participation are applied. Lepelle-Nkumpi officials create a platform where citizens' views find their way in development planning and policy making processes.

3.2.19 Phases of IDP

The Municipal systems Act (Act 32 of 2000) stipulates that the Integrated Development Plan review process starts ten months before the beginning of the financial year under review. The Integrated Development Plan is made up of different phases that are undertaken in the municipality.

Table 3.1: Phases and methods of IDP

Planning phase	Methods of participation
Analysis	Community meetings
	Stakeholder meetings
	Surveys and opinion polls (getting views on how people feel about a particular issue)
Strategies	IDP Representative forum
	Public debate on what can work best in solving a problem
Projects	Meetings with affected communities and stakeholders
	Representation of stakeholder on project subcommittee
Integration	IDP Representative forum
Approval	Public discussion and consultation with communities and stakeholders
Monitoring and implementation	IDP Representative Forum

(IDP Guide Pack 2000)

Phase 1: The analysis of community needs and priorities

During this phase an analysis of the existing problems faced by community members in Lepelle-Nkumpi Municipality is conducted. The first phase of the IDP process allows the community and other stakeholders to identify the broad development needs and priorities and further input on the IDP analysis phase.

During the analysis phase deliberate efforts are made to involve ward based community structures, stakeholders or service providers, previously marginalised groups and broad community members through a community based planning approach. Sector based consultations are also made during this phase to coordinate alignment in planning processes through IDP Representative Forum.

The identified problems such as lack of basic services to crime and unemployment are considered and prioritised according to levels of urgency and/or importance, thus constituting the key development priorities. It is important that Lepelle-Nkumpi Municipality understands not only the symptoms, but also the causes of problems in order to make informed decisions on appropriate solutions. The participation of stakeholders and the community is very critical in this phase.

Lepelle-Nkumpi Municipality is required not to make assumptions on what the problems are in its territory. Community members are required to be involved in determining the problems and priorities. It is important to determine the key development priorities due to the fact that the municipality does not have sufficient resources to address all the issues identified by different segments

of the community. Prioritisation assists the municipality to allocate scarce resources to those issues highlighted as more important and/or urgent. Lepelle-Nkumpi Municipality is aware of existing and accessible resources and of resource limitations in order to devise realistic strategies.

Phase 2: Strategies to define its vision, objectives and IDP projects

The analysis phase gives Lepelle-Nkumpi Municipality the opportunity to fully understand and clearly define the problems that affect the community members and cause root cause of those problems. From the identified problems the municipality is required to develop list of priorities and remedial actions to address those challenges. The community members are in position to share experiences with the elected leaders and municipal officials.

Once Lepelle-Nkumpi Municipality determines key development priorities affecting the community members and the causes thereof, strategy formulation commences, which brings into play the critical managerial issue of how to achieve the targeted results in light of the municipality's situation, needs and prospects. Strategies constitute the game plan or map to assist the municipality to progress from where it is to where it wants to be.

In phase 2, Lepelle-Nkumpi Municipality is required to formulate a vision, objectives, strategies and project identification. The vision is a statement of what the municipality seeks to achieve. Lepelle-Nkumpi Municipality's mission has to do with what the municipality does as opposed to where it wants to be (vision) or what it views as important (values). The values of Lepelle-Nkumpi Municipality describe the relationship between community members within the

territory of the municipality as well as the relationship between the municipality and its members.

Phase 3: Project design to realise the strategies

Lepelle-Nkumpi Municipality ensures that identified prioritised projects have a direct linkage to the issues and the objectives that were identified in the analysis phase. The Municipal Infrastructure Grant (2004-2007:14) shows the project phase as the one in which projects are identified. In this phase community members highlight those areas where such projects should be located, and even nominate beneficiaries where necessary.

The project and programme approach deals with the creation of high performance integrated project teams that operate in a co-ordinated manner across functional boundaries within the organisation. Specialist outsourced teams, which enhance the municipality's capacity, can be integrated into project teams.

The actions and performance of project teams are co-ordinated and integrated by a project manager who maintains a continuous focus on the organisational needs. Moreover, project and programme managers ensure that the objectives and targets of the project deliverables are aligned, and remain aligned, with the strategic objectives of the municipality.

The programme or project manager has the task of aligning the outcomes of government project with the strategic intent of the municipality. An appropriate definition for project management may be stated as follows: the coordinated and integrated management of a key issue that brings change and

transformation in the organisation and achieve benefits of strategic importance. This phase is concluded by developing a monitoring plan.

Phase 4: Integration of programmes and plans

This phase of the Integrated Development Plan process presents an opportunity to the municipality to complement its projects in terms of content, location and timing in order to arrive at a consolidated and integrated development plan. Mathye (2002: 30) is of the opinion that the municipality ensures that the projects are in line with its objectives and strategies. The plan, in terms of the initiation of the project and its implementation through to monitoring, should be designed in this phase. During this phase the IDP steering committee and IDP representative forum ensure that total integration has been achieved in terms of the following:

- That all identified projects and sectoral operational business plans comply with the municipality's strategies (KPA's and development objectives), resource framework (finance, human resources, equipment, institutional, etc.) and legislation.
- That the identified sectoral operational business plans and projects are aligned with provincial and national sector departments' plans and programmes to secure funded mandates from national and provincial departments.
- That in the case of multi-disciplinary projects such as poverty alleviation, and gender equity, there should be careful planning so that each discipline is accorded the attention it deserves.

Phase 5: Adoption of an IDP

The Municipal Systems Act (Act 32 of 2000) prescribes that each municipal council, within a prescribed period after the start of its elected term, is required to adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP; the municipality must, through appropriate mechanisms, processes and procedures established in terms of the Systems Act, Chapter 4, consult the local community before adopting the process; and the municipality must give notice to the local community of particulars of the process it intends to follow.

In the adoption phase, the IDP Manager is required to submit the final plan to the Municipal Council for consideration and approval. Section 25(4) of the Municipal Systems Act (Act 32 of 2000) further stipulates that within 14 days of the adoption of the Integrated Development Plan, the municipality is required to give notice to the public of the plan for further comments.

Lepelle-Nkumpi municipal council is required to check whether communities and stakeholders such as traditional leaders and NGOs have participated in the debates that lead to the final document as it is required by the legislation. Lepelle-Nkumpi Municipality should to exercise its powers in ensuring support for the implementation of the IDP by all stakeholders involved or affected by it. In the adoption phase all stakeholders have an obligation to access the draft IDP and be allowed to articulate their concerns so that the process does not become an endless exercise. It is therefore important to publish both the draft IDP and the budget prior to the commencement of the second phase of stakeholder consultations.

3.2.20 Advantages of community participation

Community participation emerged as an alternative approach to traditional community development as it was founded in the belief that problems facing the community need to be resolved by the community itself as the members know the real problems and some of the solutions to their problems. Clapper in Bekker (1996:75-77) states that there have always been those who have actively committed themselves to establishing increased participation on the basis of it being the democratic right of the citizens in spite of continued opposition to citizen participation. These are some of the advantages of community participation:

- It empowers community members as it opens doors for exchange of ideas and sharing. It encourages active involvement through the participation of all members of the community in the planning, decision making and it seeks to remove the barriers that limit the participation of marginalised citizens. It supports decentralised, non-hierarchical decision-making processes that strengthen the autonomy of the individuals in the community;
- Community participation builds on local strengths, creativity and resources, and actively seeks to decrease dependency on, and vulnerability to, economic interests outside the community; as a result sustainability is ensured;
- Improved understanding of the role and contribution of the community;
- Through the community participation process there is equity in decision making processes, resource mobilisation and increased ownership of a solution;

- Reduction of psychological suffering and apathy and willingness to sustain deprivation;
- Ability to build community support for a project and to improve stakeholder relationships and information dissemination;
- Community participation process builds the capacity of the community by encouraging the acquisition of relevant skills in the identification of local resources, implementation, monitoring and evaluation for the sustainability of the project; and
- Improved agency credibility within the community and positive application of citizen powers.

3.2.21 Disadvantages of community participation

The following list is intended to serve as a representative catalogue of the many disadvantages and limitations identified: supporting the goals of public management; low citizen participation levels; a threat to the professional image of public administration; a potential for conflict; lack of government response; representativeness; time, costs and benefits; attitude of public managers; lack of information; participation mechanisms; and citizen competence (Clapper in Bekker 1996:70-75).

3.3 Challenges of public participation

Public participation requires that Lepelle-Nkumpi Local Municipality be effectively capacitated to have the ability to promote community participation through IDP. Lepelle-Nkumpi Municipality is required to ensure that all the legislative frameworks are properly implemented and mechanisms should be established to monitor all participatory processes. The World Bank study on

participation in practice identified the following key barriers to effective public participation in planning:

- **Lack of government commitment to adopting a participatory approach:** Public participation is often seen as a time consuming process. Therefore, Lepelle-Nkumpi Municipality must allocate sufficient time on public consultation Municipal Structure Act, (Act 117 of 1998).
- **Unwillingness of the project officials to give up control over project activities and directions:** Officials are often not receptive and do not acknowledge the importance of citizens' views. This is because officials consider themselves experts in their fields.
- **Lack of incentives and skills among project staff to encourage them to adopt a participatory approach:** Public participation requires a set of skills amongst officials to be able to interact with diverse communities and understand dynamics of the society. Without incentives, officials do not go an extra-mile to involve the public. Lack of community engagement skills also compromises effective public participation.
- **Limited capacity of local-level participation and insufficient investment in community capacity building:** Community members require information about available platforms for participation. They need to be capacitated on how to get involved in matters that affect their lives so that they appreciate the importance thereof and make a meaningful contribution.
- **Participation starting too late:** Often communities are not involved at the beginning of programmes or projects. Lepelle-Nkumpi community

members are only brought on board when development initiatives have not succeeded in order to manage the crisis and rectify the processes.

- **Mistrust between government and communities:** Lack of transparency and openness often disrupts public participation. Due to past experiences, certain communities have lost trust in government departments.

Lepelle-Nkumpi Local Municipality is required to take cognisance of the above mentioned barriers when designing any form of public participation initiative. Public participation should not be seen as an act of kindness by the municipality. Clapper in Bekker (1996:70-75) cites some barriers to public participation which include: lack of government response; low citizen participation levels; a threat to the professional image of public administration; lack of information; representativeness; time; costs and benefits; the attitude of public managers; participation mechanisms; and citizen competence.

3.4 Capacity building of community members of Lepelle-Nkumpi Municipality

Community capacity building is defined as programmes which provide community members with the skills, knowledge and experience needed to enable organisations, groups and individuals at any level of society to carry out functions and achieve their development objectives over time (Strategic Framework for Public Participation in the SA Legislative Sector 2009:32).

Community capacity building is about supporting communities in Lepelle-Nkumpi Local Municipality to develop the skills and knowledge that they need to work together to bring the positive change the community wants to see within their own communities. Capacity building improves the standard of

living of community members in Lepelle-Nkumpi and the overall quality of life in a sustainable way, without collaborative participation in planning processes. This requires community capacity building which leads to empowerment (Dunlop Report 2002:12).

3.4.1 Characteristics of community capacity building

Community capacity building is a planned and systematic approach which is often linked to a specific programme or project, and which usually has a time scale associated with it. The process of community capacity building recognises value and builds on the existing skills, knowledge and talents that Lepelle-Nkumpi community members already have. Community capacity building in Lepelle-Nkumpi involves the following:

- Developing skills, knowledge and confidence through learning and training opportunities;
- Networking and participation in different support forums, residential, best-practice visits and exchanges; and
- Developing organisational structures, systems and mechanisms for managing projects, staff and buildings.

In Lepelle-Nkumpi Local Municipality, a realistic and credible Integrated Development Plan complies with relevant legislations and conveys the commitment by Lepelle-Nkumpi municipal council to ensure community empowerment and participation in the crafting, budget choices, implementation of the plan and monitoring through sincere communication, participatory and decision making mechanisms thereof (Lepelle-Nkumpi Integrated Development Plan 2014/15).

The Green Paper on Local Government emphasises that Council has a role to develop capacity in communities. One of the key functions of the Department of Higher Education is to capacitate community members with skills, understanding, access to information, knowledge and training that empowers communities to function and perform effectively and efficiently (Department of Education 2006). Lepelle-Nkumpi Municipality is further required to contribute towards building the capacity of:

- The local community to enable it to participate in the affairs of the municipality; and
- Lepelle-Nkumpi councillors and staff members in order to foster community participation.

Lepelle-Nkumpi municipal programmes range from civic awareness around a specific issue to programmes which enable communities to engage more effectively with the municipality (Lepelle-Nkumpi Integrated Development Plan 2014/15).

3.4.2 Benefits of community capacity building in Lepelle-Nkumpi municipality

Community capacity building means making a positive difference to the capacity and skills of the members of the community in question because they participate with other members of that community in activities directed towards meeting their needs in some way. This process is described as 'empowerment'. In more specific terms, this is likely to involve:

- Equipping community members with skills and competencies which members would not otherwise have;

- Realising existing skills and developing potential;
- Promoting community members' self-confidence;
- Promoting community members' ability to take responsibility for identifying and meeting their own, and other people's needs; and
- In consequence, encouraging community members to become involved in their community and wider society in a fuller way.

3.4.3 Conclusion

In conclusion, “participatory governance” is now part of the mainstream approach to public decision making in many parts of the world. Public participation in Lepelle-Nkumpi Municipality is a legislative process which allows all community members and the stakeholders to exchange their views and influence decision making. IDP is a key tool local government has in coping with its new developmental role.

Development planning consists of two components which reinforce one another, namely, development and planning. A community is defined in terms of geographical, functional or geographical functional elements. Community participation is understood as the direct involvement of the community in the planning, governance and overall development programmes at local level. Lepelle-Nkumpi Municipality is required to establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality.

4

RESEARCH METHODOLOGY AND ANALYSIS

4.1 Introduction

This rubric presents the research methodology employed in the study and it also explains the analysis of the research. The rationale behind utilising the selected research methodology, tools, and designs is further explained in this rubric. Furthermore, the rubric discusses the participants in the study and why they were chosen for the study. The data analysis technique of the study is also explained.

4.2 Research Methodology

Adams et al. (2007:26) stipulate that the qualitative research approach utilises the methods of data collection and analysis and describes reality as told by respondents. Qualitative research involves interviews, field notes, conversations and the recording of conversations (Davies 2007:10). Qualitative data are data that take the form of descriptive accounts of observations, while quantitative data are presented in numbers or through numerical values (Crowther and Lancaster 2009:79).

Quantitative research employs measurements and statistical analysis (Adams et al. 2007:26). Du Plooy (2001:81) states that qualitative and quantitative techniques should be viewed as mutually inclusive since a research design might include the characteristics of both qualitative and quantitative research.

Quantitative research is utilised to obtain data pertaining to the questions by using the application of scientific procedures. Myers (2010:305) states that the

major strength of the qualitative approach is the complexity to which investigations are undertaken and reports are written usually resulting in adequate details for the reader to understand the features of a research problem. These procedures increase the likelihood for the information collected to be relevant to those questions asked, and they also enhance the reliability and lack of any bias (Davies 2007:9).

4.3 Research analysis

To realise key objectives of this research the primary source of data were responses to the questionnaire survey of different respondent groups, the municipal representatives working in the Lepelle-Nkumpi Municipality and the community members who had participated in the Integrated Development Planning process. Lepelle-Nkumpi municipal stakeholders participated in the Integrated Development Plan which included the IDP Steering Committee, community development workers, ward councillors, ward committees, business forum and civic organisation (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:4).

4.3.1 Description of municipal area

The study was completed in the villages and wards of Lepelle-Nkumpi Local Municipality which constituted by 29 wards. The selected wards include wards 1, 4, 5, 8, 14, 18, 19, 20 and 21. These wards cover 25 villages which have some degree of similarities of challenges; they are all rural villages.

The researcher collected the databases of all wards and villages from Lepelle-Nkumpi local Municipality for the purpose of selection. This is supported by Cresswell (2009:187) who cautions that before data are analysed, data are

classified or coded to bring meaning to information. The communities and wards were selected based on accessibility by the researcher.

The reason for selecting these wards and communities was because they are situated far from Lepelle-Nkumpi Local Municipality whereby community members travel more than 40 kilometres to reach Lepelle-Nkumpi municipal offices. The researcher also utilised the statistics in terms of poverty level within Lepelle-Nkumpi municipality of different wards and villages

Lepelle-Nkumpi locality



Figure 4.1: The locality of Lepelle-Nkumpi Local Municipality

Lepelle-Nkumpi is situated 50 kilometres south of Polokwane in the Capricorn District in the Limpopo Province. The municipality has wall-to-wall boundaries with nine other local municipalities within the province. It is situated in a

mountainous area of the Drakensberg and borders with Sekhukhune District's four local municipalities through Lepelle/Olifants River in the south.

4.3.2 Research population and sampling

The research question dictates the type of participants selected for the study. There is also need to match the participants to the instrumentation and methods. Population refers to the entire group with common characteristics. Sampling is the process whereby a small proportion of a population is selected for analysis. Sample refers to the small subgroup which is thought to be representative of the larger population.

The following steps in the sampling process were followed: identify the target population; identify the accessible population; determine the size of the sample needed; and select the sampling technique. Random selection ensures representativeness, unbiased selection and it equalises characteristics across experimental and control conditions.

4.3.3 Questionnaire analysis

A questionnaire refers to a written set of questions which is given to a large number of people in order to collect information (Longman Dictionary of Contemporary English 1995:1344). The researcher developed a questionnaire which was used to collect data in Lepelle-Nkumpi Local Municipality from different stakeholders. The stakeholders included Lepelle-Nkumpi municipal officials, community members, community workers, civic organisations, ward committees and the business forum.

Wards selected for the research

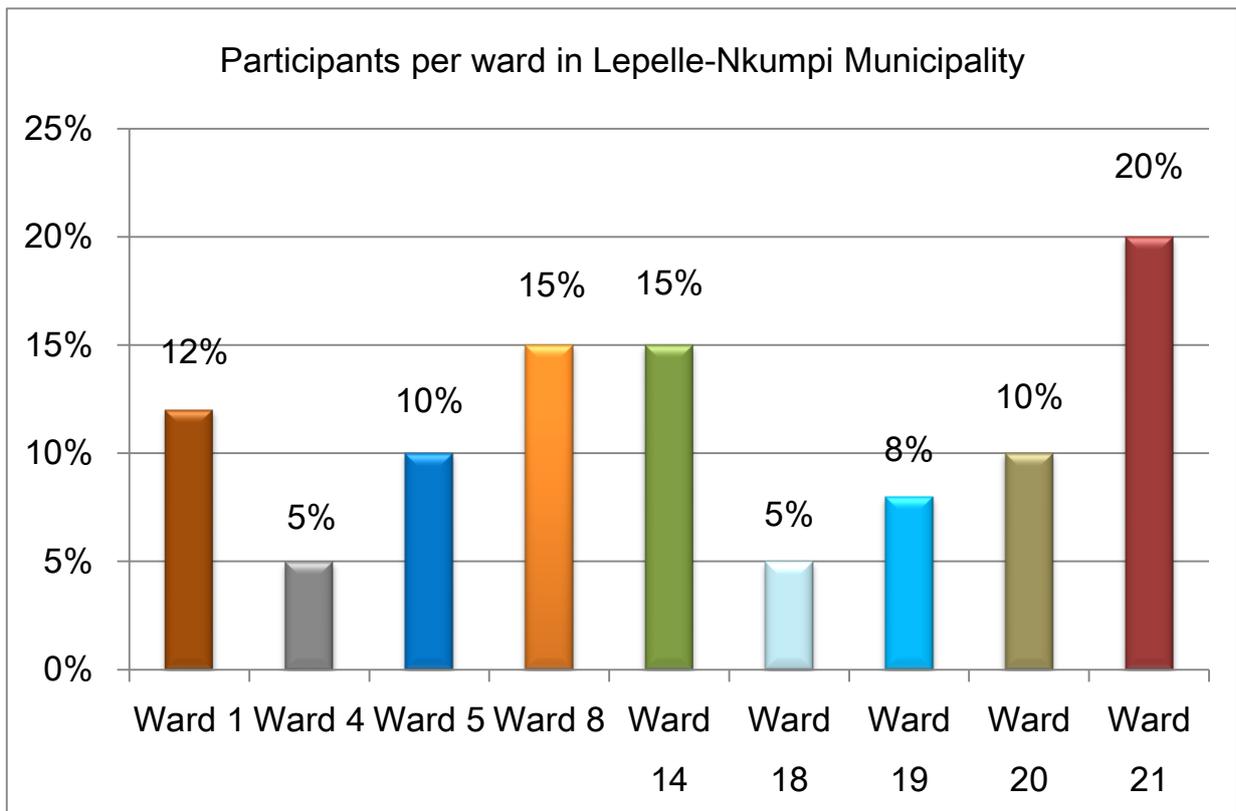


Fig. 4.2 above shows the wards selected for the research.

The above column chart presents the percentages of the ward selected for the study. Ward 21 is the highest with 20%, followed by ward 8 and 14 with 15% each. Figure 4.2 also indicates that ward 4 and 18 are 5% each. Ward 5 and 20 are 10% each. These wards cover 25 villages within Lepelle-Nkumpi Local Municipality. The selected communities and wards were selected based on accessibility by the researcher.

Gender classification of participants in Lepelle-Nkumpi Municipality

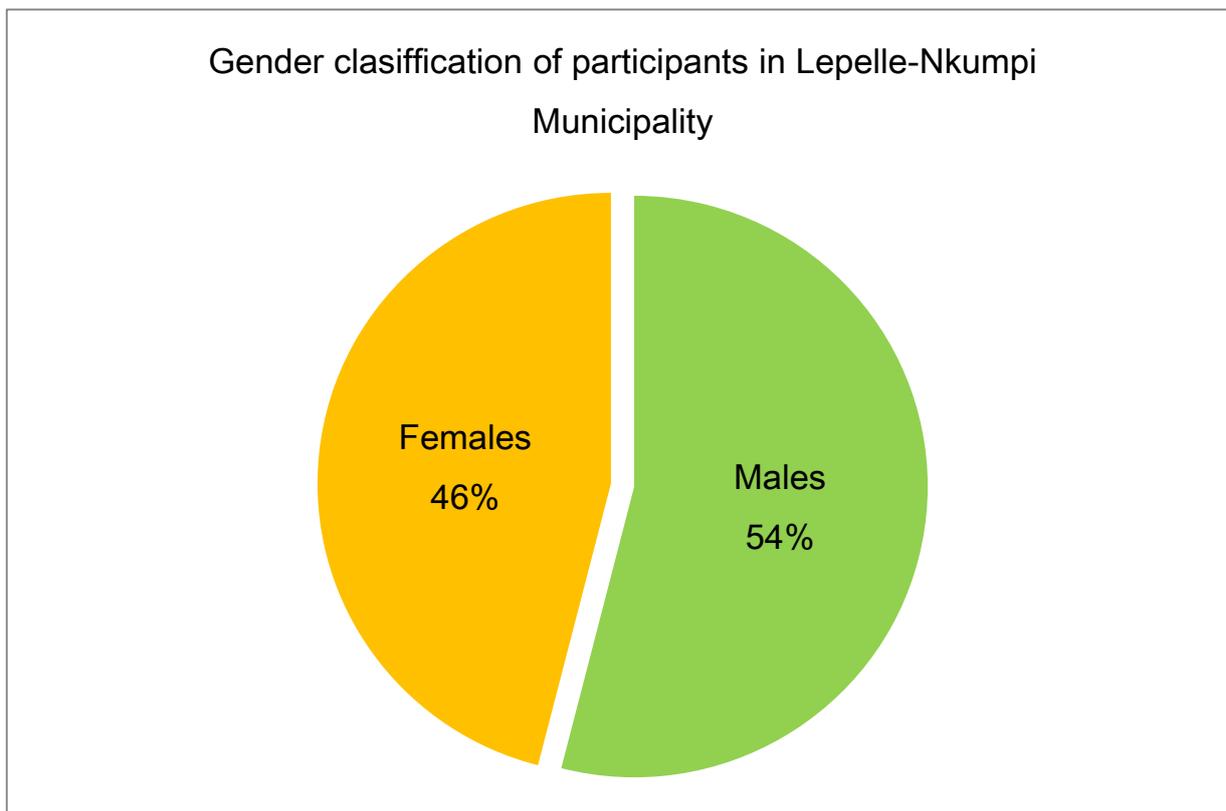


Fig. 4.3 above shows gender classification of the participants in the selected wards for the research

Figure 4.3 above indicates that participation of males was 54% in this study. Female participation was 46%. Figure 4.3 shows a slight difference of 8% between males and females.

Educational levels of the participants

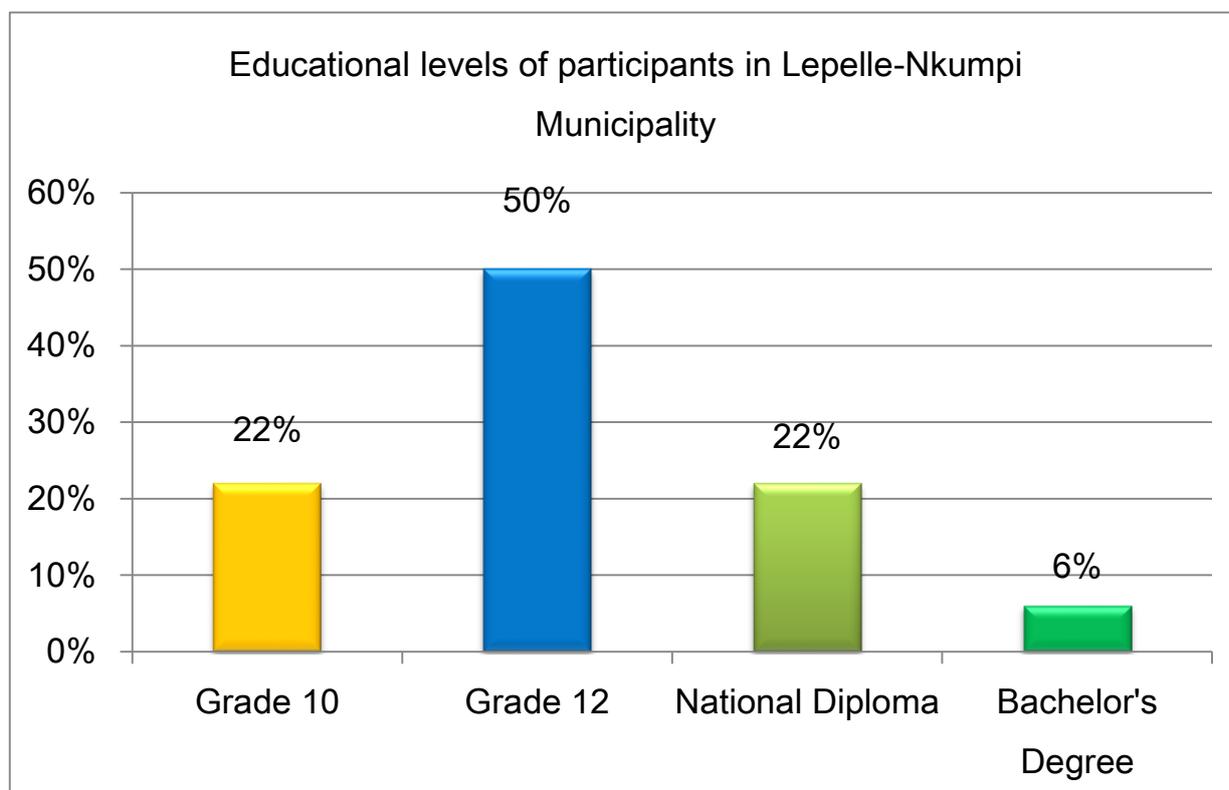


Fig. 4.4 above denotes educational levels of the participants selected for the research

The above figure indicates that 50% of the participants have matric as the highest qualification. Figure 4.4 also indicates that participants with a Bachelor's degree constitute only 6%. Participants with grade 10 and National Diploma are 22% for each qualification. Out of 22% who obtained National Diploma, 9% were males and 11% were females. Out of 50% who completed grade 12, 31% were males and 19% were females.

According to Census 2011, there is only 33% of the people with matric and above qualifications amongst people who are aged 20 years and older. The remaining 67% of the people do not have matric. There is a high percentage of females without schooling or with minimal education qualifications in the

municipality and the district alike, even though there are still more women with matric and post matric qualifications.

Literacy rates have increased over the years, providing labour resources that can take up employment opportunities above basic elementary occupations. The increased literacy levels may also, to some extent, have contributed to the increased employment rates in the region. The skills base for the municipality is derived from local FET College, Nursing College, on-the-job training in the mines and those who go out to acquire qualifications outside the municipality, especially within the district and in Gauteng Province (Census 2011).

Age group of participants

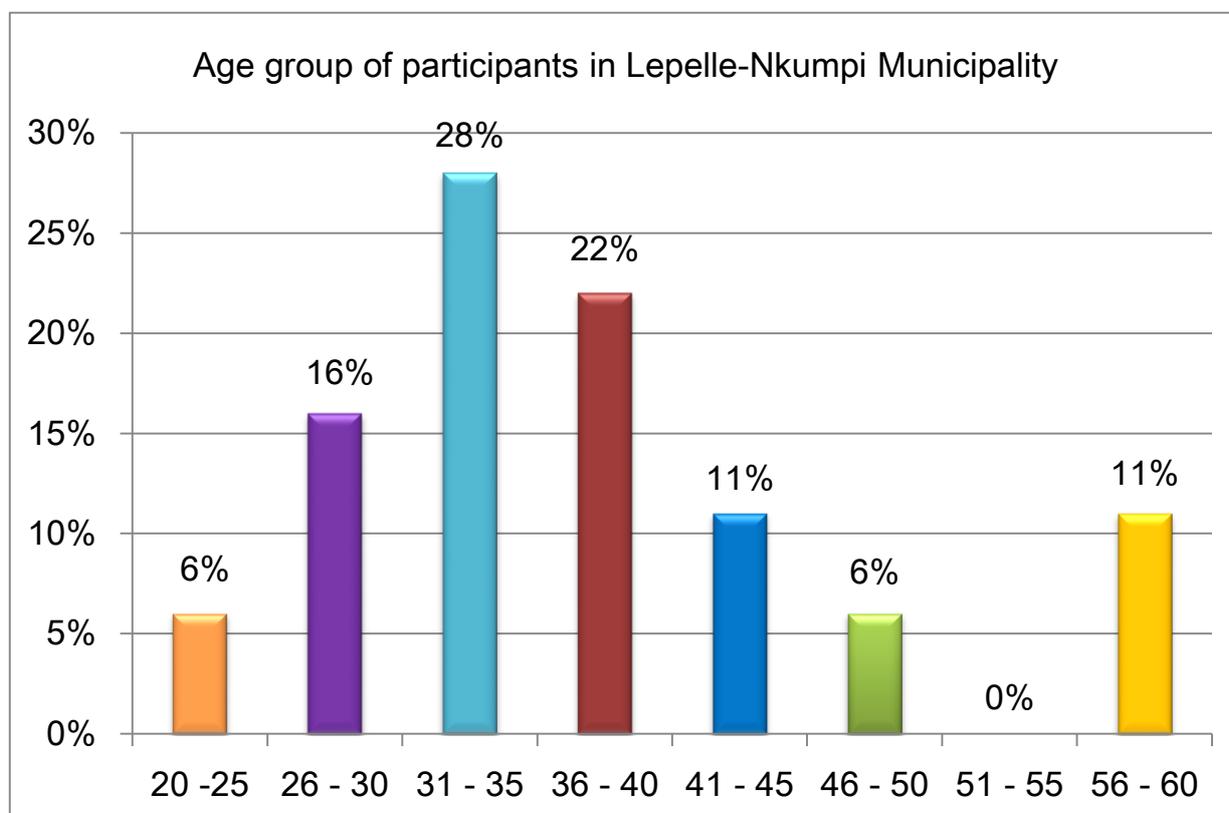


Fig. 4.5 above shows the age group of participants selected for the research

The above figure indicates that out of 18 participants, the age between 20 and 25 years is 6%. The ages between 26 and 30 constitute 16%, the ages between 31 and 35 are 28% while those between the ages 36 and 40 constitute 22%. The participants aged between 41 and 45, and 56 and 60 constitute 11% for each age range.

Employment status of the participants

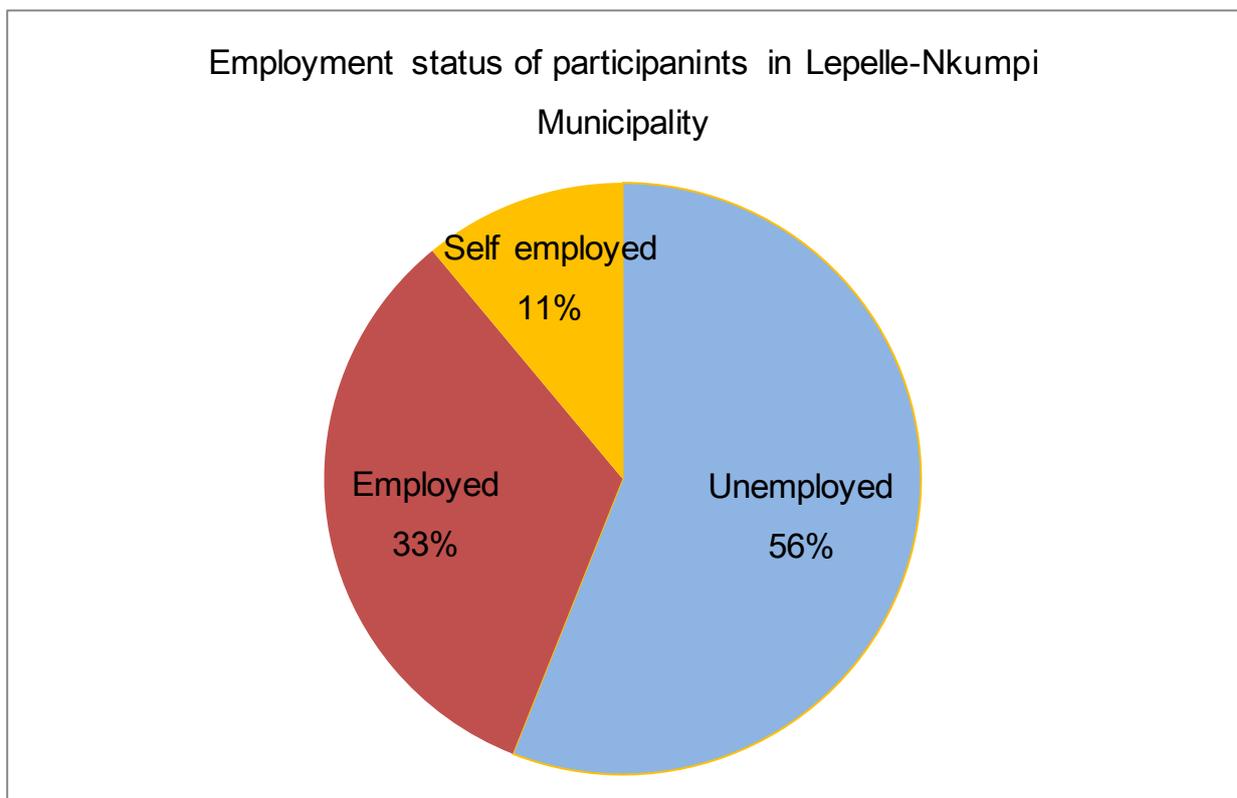


Fig. 4.6 above shows employment status of the participants selected for the research

In terms of Figure 4.6 above, 56% of participants in this study are unemployed while 33% are employed and 11% are self-employed. Out of 56% of unemployed, 28% were females and 30% represents unemployed youth in the municipality. Out of 30% youth, 14% were young women. Out of 11% of self-employed, 9% were males and 2% were females.

Table 4.1: Employment status by gender and population aged between 15 and 64 years by -1996, 2001 and 2011

	1996			2001			2011		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Ages 15-34	5586	9125	14711	9694	14721	24415	7061	8959	16020
Ages 35-64	3615	6443	10058	5538	8337	13875	3583	5938	9521
Total	9201	15568	24769	15232	23058	38290	10644	14897	25541
%	37.1	62.9	100	39.8	60.2	100	41.7	58.3	100

(Census 2011)

Communication level of the municipality

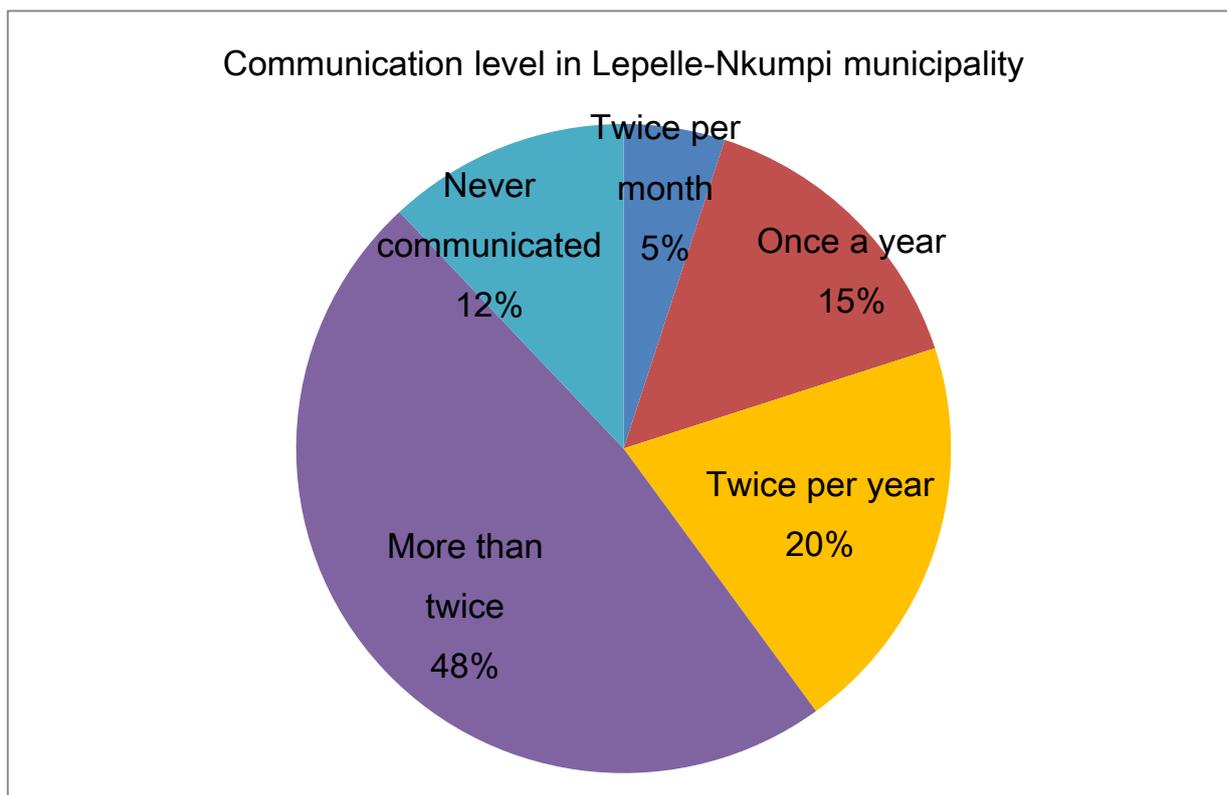


Fig. 4.7 above shows the communication level of the municipality

Fig. 4.7 above indicates that the majority of participants (48%) in this study heard about the IDP more than twice a month. Only 5% are those who heard

about IDP twice per month; 15% heard about it once a year; 20% twice a year and 12 % stated that it was never communicated to them.

Mode of communication

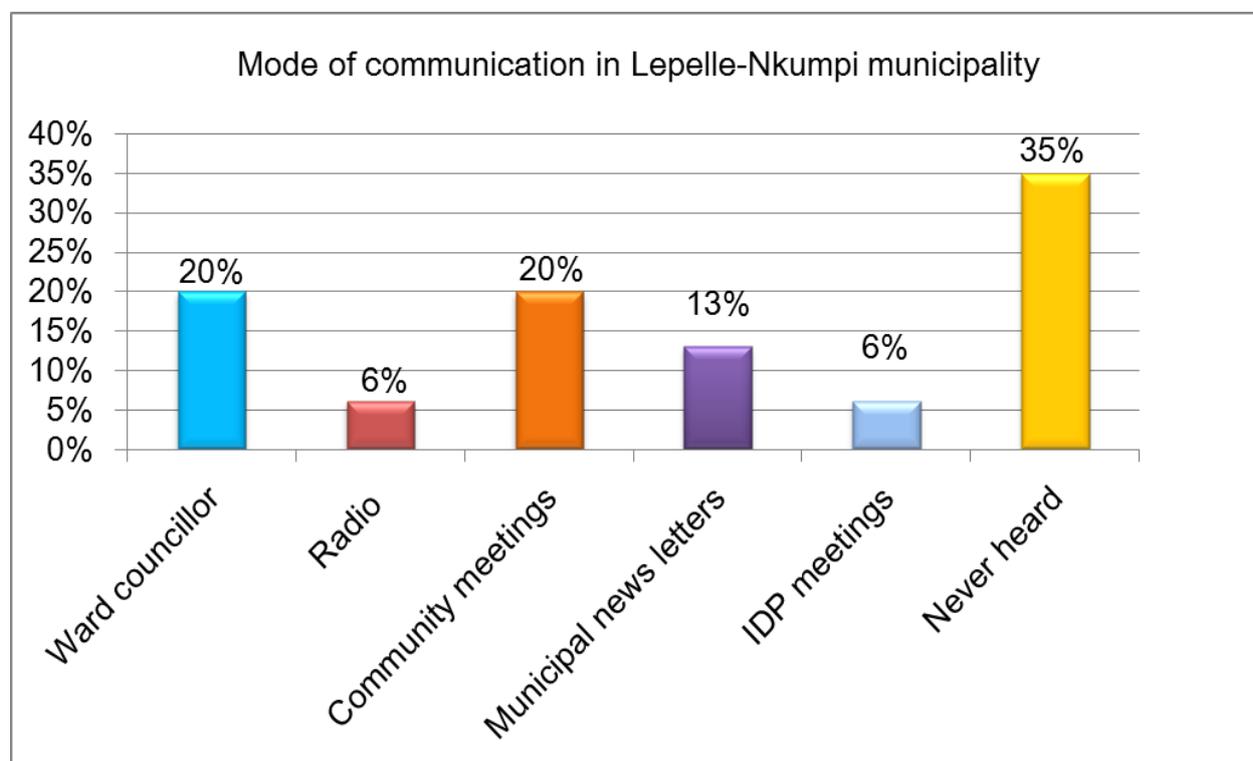


Fig. 4.8 above shows the mode of communication of the municipality

In terms of Figure 4.8 above, 35% indicated that they had never heard about the Integrated Development Plan. The figure also shows that 20% heard about the IDP through ward councillors and 20% in the community meetings respectively. Participants who heard about the IDP through the radio and IDP meetings were 6% each while 13% read about IDP in municipal newsletters.

Lepelle-Nkumpi is pre-dominantly rural with a high level of illiteracy. The most predominant language is Sepedi. Most residents listen to Thobela FM, Capricorn FM, Greater Lebowakgomo FM, Zebediela FM and Jacaranda RMfm. The newspapers which reach the community are mainly the Sowetan, Daily Sun, Capricorn Voice, Rise 'N Shine, Limpopo News, Polokwane

Review and Polokwane Observer (Lepelle-Nkumpi Municipal Communication Strategy 2015/16:3).

4.4 LEPELLE-NKUMPI STAKEHOLDERS' RESPONSES

Target group selected for the research

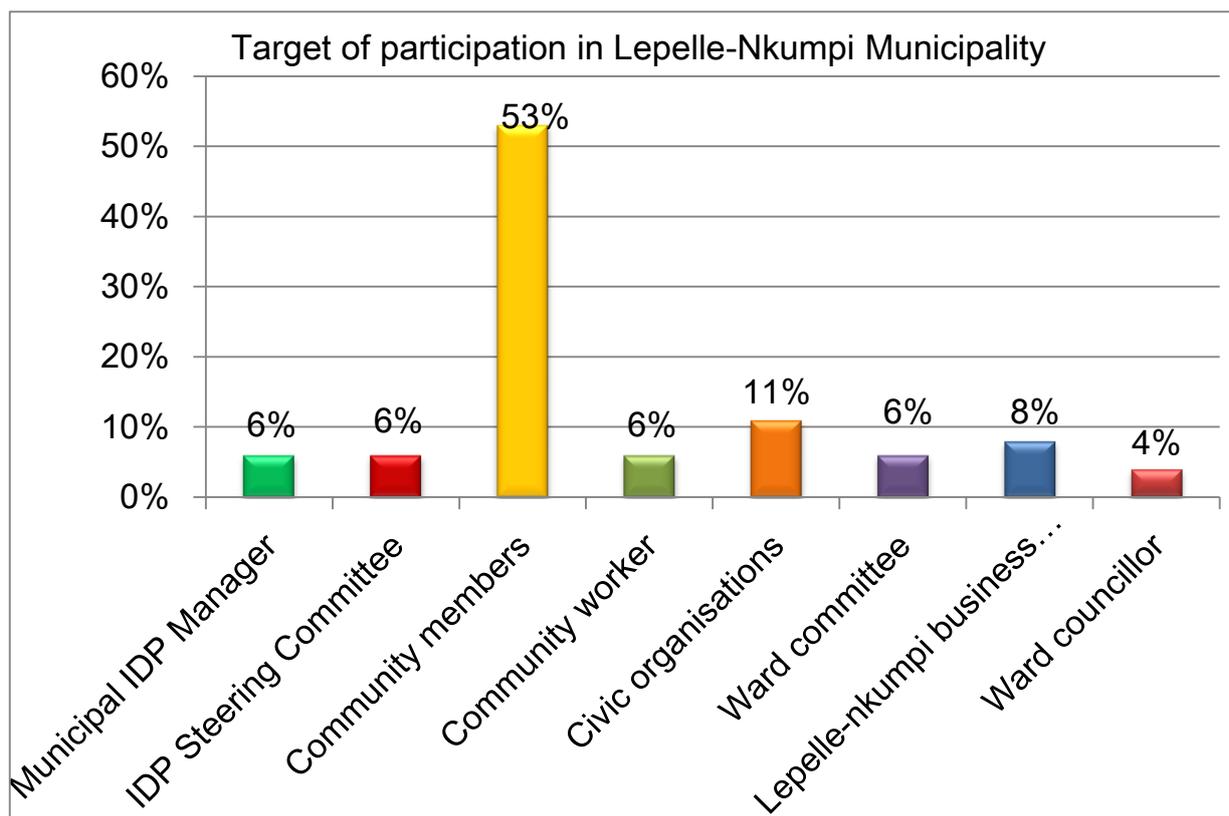


Fig. 4.9 shows the target group selected for the research

The total number of participants in this study was 18. Out of the 18 participants, the Municipal IDP manager, IDP steering committee, community members, community workers, civic organisations, ward committees, the Lepelle-Nkumpi business forum and ward councillors were consulted. Community members contributed 53% of participation in this study followed by civic organisations at 11% and other stakeholders constituted 6%.

4.4.1 Lepelle-Nkumpi IDP manager

The Lepelle-Nkumpi municipal official was appointed based on the relevance of official duties to the research. The Integrated Development Plan manager is responsible for daily coordination and overall management of the planning process; stakeholders' involvement and crafting of the Integrated Development Plan. He also ensures that the planning process is participatory, strategic and implementation oriented.

The IDP process also needs to be aligned to sector planning requirements; ensure proper documentation of the results of the planning of the IDP document; ensure time frames are adhered to; ensure linkages between IDP priorities and budget processes; and chair the IDP steering committee meetings. (Lepelle-Nkumpi Municipality: 2014/15 IDP budget review process plan).

The IDP Manager of Lepelle-Nkumpi Municipality indicated that the community members understand the IDP processes. The manager backed the understanding by the level of engagement during public meetings which showed clarity and relevance. The IDP manager indicated that the municipality does not have a capacity building policy for increasing community members in the IDP process and activities. However, community members understand what is expected from them and also understand the concept Integrated Development Plan.

The stakeholders play a major role in the affairs of the municipality (Section 10 of the Municipal Public Relation Strategies). Interviews with IDP manager established that community members have a challenge of transportation to

and from the planning venues. This is experienced in different communities wherein community members cannot arrive in the planning venues on time. The IDP manager further highlighted that the current planning system of community participation in the IDP process is helpful because of the needs sequencing and prioritisation.

The approach of community participation in the IDP is adequate and most appropriate and all stakeholders are consulted in most activities. However, the IDP manager further indicated that there are still some challenges encountered by the municipality during the development and the implementation of IDP. These are some of the reasons:

- Lack of funding for prioritised needs and projects;
- Poor institutional arrangements such as weak ward committees and local government;
- Inadequate human resources;
- Poor attendance during IDP meetings;
- Political dynamics where political parties always fight for influence;
- Lack of feedback-report on issues raised; and
- Translation of documents into different languages.

4.4.2 Lepelle-Nkumpi IDP Steering Committee

The IDP Steering Committee of Lepelle-Nkumpi is composed of the chairperson (municipal manager or IDP manager); secretariat (officials of the municipality); members (heads of departments/sectors); and/or senior officials of the municipality and/or provincial departments.

The key functions of the IDP Steering Committee include the following:

- Provision of relevant technical, sector and financial information and support for the review process of the IDP;
- Provision of terms of reference for subcommittees and the various planning activities;
- Commission research studies; preparing the IDP and budget review process plan;
- Analysing and processing inputs from public participation;
- Translation of broad community issues into priorities and outcome based programmes and projects;
- Responsible for drafting and monitoring of the implementation of Integrated Development Plan and budget;
- Provide inputs related to various stages of planning and budgeting; and
- Recommend proposed prioritisation and sequencing of projects for implementation and draft Integrated Development Plan and budget for adoption. (Lepelle-Nkumpi Municipality:2014/15 IDP budget review process plan).

4.4.3 Lepelle-Nkumpi ward councillors

The Council of the Lepelle-Nkumpi Municipality consists of 28 proportionally elected councillors and 29 ward councillors as determined in the Provincial Notice No. 62 of 2005. Council has designated the Mayor, Speaker, Chief Whip and two Portfolio Chairpersons as full time councillors in terms of section 18(4) of the Municipal Structures Act (Act 117 of 1998).

Ward Councillors in Lepelle-Nkumpi are the elected representatives of the people and are mandated as elected representatives to make decisions on behalf of their constituencies. The African National Congress is in the majority and the Congress of the People is the official opposition party. Lepelle-Nkumpi Ward Councillors are elected directly by residents to represent their interests in the local council. Ward Councillors are mandated by the people based on their election manifesto. This means that ward councillors do not act as individuals or do as they wish.

In Lepelle-Nkumpi Ward Councillors' actions are visible to the community members. The work of ward councillors is guided by the framework set out in the White Paper on Local Government (1998) that proposes a developmental model of local government.

Ward Councillors also serve as facilitators of community or constituency input; they serve as a communication link between council and community; they also monitor the performance of the municipality and act as a key mechanism for monitoring:

- The municipality's plans and programmes to see whether they are achieving the intended effects;
- Services being provided in a way that is efficient and fair; and
- Capital projects, as committed to in the IDP, assessing whether they are actually taking place according to plan for a reasonable timeframe.

The Constitution of Republic of South Africa (Act 108 of 1996) states that South Africa is a representative and a participatory democracy. Ward councillors are expected to make sure that the concerns related to the wards they serve in, and are chairpersons of, are represented in council.

4.4.4 Lepelle-Nkumpi community members

Community members refer to all people who live in a Lepelle-Nkumpi Municipality. The role of community participation in the IDP process is identification and prioritisation of development needs, input to budget allocations and policies. Lepelle-Nkumpi community members as focus group voiced the need to be included and consulted in the Lepelle-Nkumpi IDP process all the time because it provides them with the opportunity to make inputs into the IDP.

Lepelle-Nkumpi Municipality invites community members from different villages into one place which requires travelling. Therefore, it is difficult for community members to reach the venue in time due to lack of funds and transportation. Community members indicated that the municipality allocates transport which is not sufficient to accommodate them.

One of the key challenges is that the municipality arranges meetings during the week when other community members are still at work. The respondents also complained about food. Community members indicated that for the meetings which are held over the weekends the municipal officials do not provide them with food.

The Municipal Systems Act (Act 32 of 2000) stipulates that members of the local community have the right through mechanisms and in accordance with processes and procedures to contribute to the decision making processes of the municipality and submit written or oral recommendations, representations and complaints to the municipal council, to another political structure, a political office bearer, the administration of the municipality; and to be

informed of decisions of the municipal council or another political structure affecting their rights, property and reasonable expectations.

4.4.5 Lepelle-Nkumpi Community Development Workers

Lepelle-Nkumpi community development workers help communities to bring about social change and improve the quality of life in their local area.

Community development workers work with individuals, families and whole communities to empower them in:

- Identifying their assets, needs, opportunities, rights and responsibilities;
- Liaising with interested groups and individuals to set up new services;
- Developing new resources in dialogue with the community and evaluating existing programmes;
- Helping to raise public awareness on issues relevant to the community; and
- Planning, attending and coordinating community meetings and events and encouraging participation in activities.

Lepelle-Nkumpi community development workers act as a link between communities and a range of other local authorities and voluntary sector providers. Community development workers are frequently involved in addressing inequality, and projects often target communities perceived to be culturally, economically or geographically disadvantaged.

Community development workers actively engage communities in making sense of the issues which affect community members' lives, setting goals for improvement and responding to problems and needs through empowerment and active participation. A good deal of the work is project based, which

means that community development workers usually have a specific geographical community or social group on which to focus.

Community work is generic or specialised. Generic community work takes place in a particular geographical area, focusing on working with the community to identify their needs and issues, and formulating strategies to address those issues. The setting is either urban or rural, with rural community development work increasingly attracting attention. Specialised community work focuses on specific groups within a region (such as the homeless, the long-term unemployed, families with young children or ethnic minorities) or on particular concerns (such as public transport, mental health or tackling drug abuse).

4.4.6 Lepelle-Nkumpi municipal civic organisations

The involvement of the representatives of Lepelle-Nkumpi civic organisations in the Integrated Development Plan processes is increasingly an important feature of contribution, particularly in the consultation process. Civic organisations play an advocacy role, mobilising communities to demand services from Lepelle-Nkumpi Local Municipality. The members of Lepelle-Nkumpi civic organisations state that as the representatives of the community, the municipality does not invite them on time on a number of the sessions they attended.

Civic organisations recognised structures which represent and engage with communities on a daily basis. Civic organisations have a number roles and responsibilities in participating in the IDP representative forum. Their roles are to:

- Inform interest groups, communities and organisations about relevant planning activities and their outcomes;
- Analyse issues, determine priorities, negotiate and reach consensus;
- Participate in the designing of project proposals and/or the evaluation thereof;
- Discuss and comment on the draft IDP;
- Ensure that annual operational business plans and budgets are based on and linked to the IDP; and
- Monitor the implementation performance of the IDP.

4.4.7 Lepelle-Nkumpi municipal ward committees

A ward committee member is a cadre of civil servants with specific and limited levels of training. Lepelle-Nkumpi Local Municipality deployed ward committee members at the community level and they are community based resource persons for the municipality. Ward committee members facilitate community engagements and participation in the IDP. Ward committees are community-based advisory structures with the ward councillor as chairperson (Reddy and Maharaj in Saito 2008:203). Theron (in Davids et al., 2005:108) argues that ward committee approach in local government is another strategic participatory option.

The Constitution of Republic of South Africa (Act 108 of 1996) and key legislations such as Chapter 4 of the Local Government Municipal Systems Act (Act 32 of 2000) and Municipal Structures Act (Act 117 of 1998) provide a powerful legal framework for participatory local democracy and ward committees in particular.

Ward committees of Lepelle-Nkumpi were included in the legislation as a way of providing an opportunity for communities to be heard at the local government level in a structured and institutionalised way. Ward committees are the structure that makes it possible to narrow the gap between Lepelle-Nkumpi and communities, since ward committees have the knowledge and understanding of the citizens and communities they represent.

The primary function of a ward committee is to be a formal communication channel between the community and the council. The Local Government Municipal Structures Act of 1998 specifies that a ward committee makes recommendations on any matter affecting the ward to the ward councillor or through that councillor to the council (Section 74(a)). In terms of this ward committees make recommendations directly to the ward councillor, to the council, the executive committee and the Mayor of a municipality.

This line of communication depends on the ability of the ward councillor. Lepelle-Nkumpi municipal council delegates duties and powers to ward committee members (Craythorne 2003:119). The Guidelines for the Establishment and Operation of Municipal Ward Committees 2005 (Notice 2005) provided for the uniform guidelines on the establishment and operation of ward committees.

Lepelle-Nkumpi ward committees are the appropriate channels through which community members can lodge their complaints and they are obliged to forward such complaints to council in the most effective manner. The Local Government Municipal Structures Act (Act 117 of 1998) stipulates that the objective of a ward committee is to enhance participatory democracy in local government. Ward committees are part of local governance and an important

way of achieving the aims of local governance and democracy mentioned in the Constitution in 1996. The Local Government Municipal Structures Act of 1998 is the Act that makes provision for the establishment of ward committees as a possible way of encouraging community participation in municipal matters.

4.4.8 Lepelle-Nkumpi business forum

The business forum of Lepelle-Nkumpi is constituted by different categories of self-employed people within the jurisdiction of Lepelle-Nkumpi Local Municipality. The business forum includes hawkers, people with technical and non-technical jobs who are registered in the database of the municipality.

4.4.9 Conclusion

The Council of the Lepelle-Nkumpi Municipality consists of 28 proportionally elected councillors and 29 ward councillors as determined in the Provincial Notice No. 62 of 2005. Civic organisations play advocacy roles, mobilising communities to demand services from Lepelle-Nkumpi Local Municipality. The Integrated Development Plan manager is responsible for the daily coordination and overall management of the planning process.

The Constitution of Republic of South Africa (Act 108 of 1996) and key legislations such as Chapter 4 of the Local Government Municipal Systems Act (Act 32 of 2000) and Municipal Structures Act (Act 117 of 1998) provide a powerful legal framework for participatory local democracy and ward committees in particular. The role of community participation in the IDP process is the identification and prioritisation of development needs, input to

budget allocations and policies. Ward committees are the structures that make participation possible thereby narrowing the gap between local municipalities and communities. The Local Government Municipal Structures Act (Act 117 of 1998) stipulates that the objective of a ward committee is to enhance participatory democracy in local government. Lepelle-Nkumpi municipal council delegates duties and powers to ward committee members (Craythorne 2003: 119).

5

CONCLUSION AND RECOMMENDATIONS

This rubric concludes the study by looking at the findings in line with the research objectives. It further makes recommendations on the effective and efficient way of community and public participation in the Integrated Development Plan in Lepelle-Nkumpi Local Municipality. It makes recommendations for improving the effectiveness of community participation and means of communication in the IDP process.

5.1 Conclusion

In this study, the focus was on the process, procedures, legislations and guidelines on community participation in the Integrated Development Plan (IDP) of Lepelle-Nkumpi Local Municipality. The study also investigated the obstacles which lead to poor participation by community members in the Integrated Development Plan process. This also led to community members of Lepelle-Nkumpi Municipality not to participate in the decision making. The legislative frameworks guiding and supporting the participation of the community in Integrated Development Planning processes were discussed.

The Constitution of the Republic of South Africa (Act 108 of 1996) promotes the idea of developmental local government. The White Paper on the Transformation of Public Service Delivery of 1997 introduces the concept of “developmental local government” allocating the central responsibility of municipalities to work together with local communities to find sustainable ways to meet the needs of community members of Lepelle-Nkumpi Local Municipality. The White Paper on the Transformation of Public Service

Delivery of 1997 further stipulates that ward committees should be established to strengthen public participation at local government level.

According to the DPLG (2004), the purpose of a ward committee is to promote participatory democracy by assisting communities and community organisations in the municipal processes such as municipal budget, integrated development planning and review process, municipal performance management system, by-laws and provision of municipal services.

In conclusion, the literature review of the study was able to recommend ways to improve public involvement in governance and with it the quality and legitimacy of decision making. It is structured around the community, participation and Integrated Development Plan. Thus far, the study assessed the available and existing literatures related on how communities participate in Lepelle-Nkumpi municipal IDP; how Lepelle-Nkumpi Municipality capacitates the community with skills, to what extent the municipality manages the process of IDP development and how much time the Lepelle-Nkumpi Municipality allocated to the communities during consultation and the resources allocated.

The study was further able to establish the following basic assumptions underlying public participation: core components of Integrated Development Plans; mechanisms, processes and procedures for community participation; benefits of Integrated Development Planning; community and public participation; integrated development planning and public participation in Lepelle-Nkumpi Municipality; communication and community participation; the need to promote public participation in Lepelle-Nkumpi Municipality; guidelines on the encouragement of public participation; principles of public participation;

levels of participation; the core values for the practice of public participation; types of public participation; the phases of IDP; processes of community participation; advantages of community participation; public participation challenges; and capacity building.

The conceptualisation of participatory governance, popular participation or public participation is burdened with difficulties. It is generally acknowledged that the principle of public participation is the cornerstone for democracy and good governance. In this study, public participation has been defined in various ways by different authors and for a variety of reasons. Integrated Development Planning is a process through which municipalities prepare a strategic development plan which extends over a five-year period. It is important that public participation suggests direct involvement of the public and takes place, preferably, in an open discussion with decision makers in Lepelle-Nkumpi Municipality.

The initiative of participation has therefore come to the front with civil society becoming the organising vehicle for participatory governance (Lovan, Murray and Schaffer 2004:1-2). The Lepelle-Nkumpi municipal IDP process facilitates budgeting in accordance with planning. It is further defined as a democratic process of engaging people, deciding, planning and playing an active part in the development and operation of services that affect their lives.

Lovan et al. (2004:250) assert that “participatory governance” is now part of the mainstream approach to public decision making in many parts of the world. Capacity building improves the standard of living of community members in Lepelle-Nkumpi and the overall quality of life in a sustainable way, without collaborative participation in the planning processes. This requires

community capacity building leading to empowerment (Dunlop Report, 2002:12).

Community participation emerged as an alternative approach to traditional community development as it was founded in the belief that problems facing community need to be solved by the community itself because the members know what are the problems and solutions for the problems. The opening up of the core activities of local government to societal participation is one of the most effective ways to improve accountability and governance.

Participation empowers community members in Lepelle-Nkumpi Municipality as it opens doors for exchange of ideas and sharing. It supports decentralised, non-hierarchical decision-making processes that strengthen the autonomy of the individuals in the Lepelle-Nkumpi Local Municipality. Community participation builds on local strengths, creativity and resources, and actively seeks to decrease dependency on, and vulnerability to, economic interests outside the community as a result sustainability is ensured.

The World Bank study on participation in practice identified numerous barriers to effective public participation in planning which includes lack of government commitment to adopting a participatory approach; unwillingness of the project officials to give up control over project activities and directions; lack of incentives and skills among project staff to encourage them to adopt a participatory approach; limited capacity of local-level participation and insufficient investment in community capacity building; participation starting too late and mistrust between government and communities.

It is further concluded that a detailed sample design of the research methodology was employed. Research design includes the determination of what is going to be observed and analysed, based on why and how questions (Babbie 2008:96).

5.2 Recommendations

According to the Municipal Systems Act (Act 32 of 2000) and the Municipal Structures Act (Act 117 of 1998), all the municipalities should develop an Integrated Development Plan in consultation with local people, that is, there should be full and active participation of the people in each ward in the integrated development planning process. It is recommended that Lepelle-Nkumpi municipal council must adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP within a prescribed period after the start of its elected term in line with the Municipal Systems Act.

The planning process in the Lepelle-Nkumpi Municipality should be driven by officials and councillors, and it should also involve the members of the community and civic organisations. Lepelle-Nkumpi Local Municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality.

Lepelle-Nkumpi Municipality must for this purpose provide for the receipt, processing and consideration of petitions and complaints lodged by members of the local community, notification and public comment procedures. When appropriate, there must be public meetings and hearings by the municipal council, political structures and political office bearers of the municipality.

Lepelle-Nkumpi Municipality must have consultative sessions with locally recognised community organisations and traditional authorities to give report back. In its IDP Guide Packs (South Africa 2001), the Department of Provincial and Local Government proposes that an integrated development planning representative forum be established to encourage the participation of communications and other stakeholders. Therefore, it is further recommended that Lepelle-Nkumpi municipal council must establish one or more advisory committees consisting of persons who are not councillors to advise the council on any matter within the council's competence.

Lepelle-Nkumpi Municipality must also take into account the issue of gender and persons with disabilities representation when appointing such committees. Lepelle-Nkumpi Municipality must take into account the language preferences and usage in the entire municipality, and the special needs of people who cannot read or write in the dissemination of information. Lepelle-Nkumpi local municipal council should also approve a strategy for public participation. It is recommended that Lepelle-Nkumpi Municipality should promote transparency so that even if community members disagree with the outcome of the process, community members understand how the conclusion was reached and the reasons behind the decisions made.

It is recommended that the roles of different stakeholders during the participation process must be decided on. The time frames for public and stakeholders responses, inputs and comments must be given. The council's communication strategy must be implemented in ways that encourage the participation of unorganised groups. The strategy must have clear methods to ensure participation during the different phases of planning. The means to

collect information on community must also be clearly outlined in the communication strategy. It is recommended that public participation has to be institutionalised in order to ensure that all community members in Lepelle-Nkumpi Municipality have an equal right to participate.

The IDP steering committee and IDP representative forum should ensure that total integration has been achieved in terms of the following:

- That all identified projects and sectoral operational business plans comply with the municipality's strategies (KPA's and development objectives), resource framework (finance, human resources, equipment, institutional, etc.) and legislation.
- That the identified sectoral operational business plans and projects are aligned with provincial and national sector departments' plans and programmes to secure funded mandates from national and provincial departments.

Lepelle-Nkumpi municipal council should check whether communities and other stakeholders have participated in the debates that led to the final document, as this is required by the Municipal Structures Act (Act 117 of 1998). The most important at this stage is that the Lepelle-Nkumpi municipal council must apply its mind in compliance with existing legislation.

Lepelle-Nkumpi Municipality should ensure support for the implementation of the IDP by all stakeholders involved or affected by it. Thus strict time limits must be set in this regard. It is therefore important to publish both draft IDP and budget prior to the commencement of the second phase of stakeholder consultations.

The study recommends that a realistic and credible Integrated Development Plan must therefore comply with relevant legislations and convey the commitment by the municipal council to ensure community empowerment and participation in the crafting, budget choices, implementation of this plan and monitoring through sincere communication, participatory and decision making mechanisms thereof. Lepelle-Nkumpi Local Municipality must ensure that capacity building workshops are purpose centred and responsive to any identified gaps in capacity revealed by community participants.

It is also recommended that the Integrated Development Plan of Lepelle-Nkumpi Municipality must be aligned to the budget. The plan must inform the budget. The budget must in turn align to IDP programmes, objectives and strategies to minimise the misalignment and ensure that all activities are budgeted for. It is further recommended that the Lepelle-Nkumpi IDP Manager responsible for the daily coordination and overall management of the planning process; stakeholders' involvement; crafting of the Integrated Development Plan; must ensure that the planning process is participatory, strategic and implementation oriented and the IDP is also aligned to sector planning requirements.

The Lepelle-Nkumpi IDP Manager must also ensure proper documentation of the results of the planning of the IDP document and that time frames are adhered to. The linkages between IDP priorities and budget processes must be clearly outlined for the benefit of the community and stakeholders. The Lepelle-Nkumpi IDP Manager must also chair the IDP steering committee meetings (Lepelle-Nkumpi Municipality: 2014/15 IDP budget review process plan).

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ANNEXTURE A

PARTICIPATION INFORMATION SHEET

Title: Community participation in Integrated Development Planning of the Lepelle-Nkumpi Local Municipality

Dear respective participant

My name is Mr Molaba Kgoadi Eric. I am a Masters' degree student at the Department of Public Administration and Management of the College of Economic and Management Sciences at the University of South Africa (UNISA) under the supervision of Dr LL Luvuno and Mr HM Sibiya. I am inviting you to participate in the study with regard to community participation in Lepelle-Nkumpi local municipality with the aim to assess the level of participation by local communities and other stakeholders in the Lepelle-Nkumpi local municipal IDP and the role of community participation in the IDP process.

The reason for your invitation to participate in this study is because of your exposure in relation to the operation and activities happening in Lepelle-Nkumpi municipality. Your understanding on the topic mentioned above would assist me to understand broadly the level of participation, means of communication and the roles other stakeholders play in the IDP process.

The participant must note that you enter in this study willingly without any legal implications. Your participation in this study is also on voluntary basis and you are not forced to sign a consent form or any binding document of some sort. If you want to withdraw at any time you wish you're entitled to do so with no obligation.

It is guaranteed that your privacy will be kept confidential, failure to the promise you are allowed to take any further steps. This information will be kept by the researcher in a password protected computer, while hard copies will be locked in the researcher's office cabinet.

Your interview in the study will not last more than 1 hour. The questionnaire has at least 54 questions. N.B There will be no payment or financial reward undue cost to you.

Note that this study has received written approval from the Research Ethics Review Committee of the University of South Africa. Should you require any further information or clarity in this regard please feel free to contact Mr Kgoadi Eric Molaba on 083 979 8042 or at KgoadiM@daff.gov.za

Thanking you in advance for your interest in this study

Mr Kgoadi Eric Molaba

Master's student: University of South Africa (UNISA)

College of Economic and Management Sciences

ANNEXTURE B

CONSENT TO PARTICIPATE IN THIS STUDY

I,.....(participant name and surname),
confirm that the researcher asking my consent to partake in this study has
adequately informed me about the process, procedure, nature of the study,
advantages of participation and anticipated risks thereof.

I have carefully read and understand the study as outlined in the information
sheet

I have asked question up to the level of my understanding

I entered in this study on voluntary basis

I know that my information will be kept confidential

I know that I have the rights to withdraw at any stage without legal implications

I agree to complete the questionnaire as requested

.....
Participant's name and surname	Date	Signature

.....
Researcher's name and surname	Date	Signature

.....
Witness name and surname	Date	Signature

ANNEXTURE C
QUESTIONNAIRE
FOR
COMMUNITY PARTICIPATION IN INTEGRATED DEVELOPMENT
PLANNING OF THE LEPELLE-NKUMPI LOCAL MUNICIPALITY

Instructions to be followed:

- ✓ Please answer all the questions as honestly and as openly as possible. Please note that you can write your name if you feel comfortable, if not, please DO NOT write your name on the questionnaire so that the answer you supply can remain anonymous. Please indicate your answer by drawing a circle around a number in a shaded box or by writing your answer in the shaded space provided

Should you require any clarity when completing the questionnaire, please contact Mr Kgoadi Eric Molaba at 083 979 8042 or at KgoadiM@daff.gov.za

Section A: Personal Information

1. Surname		Initials				Title	Mr/ Mrs/ Miss
2. Date of Birth		3. Age					
4. Gender	Male		Female				
5. Home Language		6. Race					
7. What is your highest educational level?							
8. Do you have any disability?	Yes		No				
9. What is your occupation?							
10. Physical Address	11. Postal Address						
12. Tel		Work		Cell			
13. Name of Organisation							
14. Ward number							
15. Name of village/ community		16. Urban		17. Rural			
18. Local Municipality							
19. District Municipality							
20. City/ Town							
21. Province							

Section B: Knowledge about Integrated Development Plan (IDP)

(Please mark with an X where applicable)

22. Did you heard about Integrated Development Plan (IDP) in Lepelle-Nkumpi Municipality?

Yes	
No	

23. If yes; where did you hear about it? (mark with an X to relevant box)

I heard about it from the Ward councillor	
I heard about it from other community members	
I attended presentation presented by IDP Manager/ municipal officials	
I just read about it through Lepelle-Nkumpi website	
I just heard on the radio	
I just heard on the media (newsletter)	

24. How often did you heard about IDP?

Once	
Twice	
More than twice	

Section C: Understanding about Integrated Development Planning process

25. Do you understand the Integrated Development Planning (IDP) process?

Yes	
No	

26. If yes, how do you understand it?

.....

.....

.....

27. Have you ever participated in the Integrated Development Planning (IDP) process?

Yes	
No	

28. If yes; please rate the effectiveness of the IDP process. Use the scale 1 = Not very satisfactory, 2 = fairly satisfactory, 3 = Satisfactory, and 4 = Very Satisfactory

Participation in the IDP process	Not very satisfactory	Fairly satisfactory	Satisfactory	Very satisfactory
The presenter arrived on time on the venue/session	1	2	3	4

The presenter speak at language you understand	1	2	3	4
The presenter clearly explain what is IDP and the process	1	2	3	4
The presenter gives enough time to ask questions	1	2	3	4
The questions were clearly answered	1	2	3	4

29. Did you invited on time for the IDP meeting/session?

Yes	
No	

30. Did you know your rights, roles, and responsibilities in the IDP process?

Yes	
No	

31. Please rate the following process development of IDP. Use the scale 1 = Not very satisfactory, 2 = fairly satisfactory, 3 = Satisfactory, and 4 = Very Satisfactory

Development process of IDP	Not very satisfactory	Fairly satisfactory	Satisfactory	Very satisfactory
Formulation of Integrated Development Plan	1	2	3	4
Approval of Integrated Development Plan	1	2	3	4
Implementation of Integrated Development Plan	1	2	3	4
Review of Integrated Development Plan	1	2	3	4

Monitoring and Evaluation of Integrated Development Plan	1	2	3	4
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32. Did you participate in the plenary meeting(s) or make input into how the process should be conducted?

Yes	
No	

33. Have you given hard copy/print out of the final IDP document to check if your inputs were incorporated?

Yes	
No	

34. If your inputs were not incorporated, did you given explanation?

Yes	
No	

35. If yes, what were the reason/s why your inputs are not incorporated?

.....

.....

.....

36. Did the municipality presented report of the previous financial year or past five years before starting the IDP process for the next cycle?

Yes	
No	

37. Please rate the following process development of IDP. Use the scale 1 = Not very satisfactory, 2 = fairly satisfactory, 3 = Satisfactory, and 4 = Very Satisfactory

Process development of IDP	Not very satisfactory	Fairly satisfactory	Satisfactory	Very satisfactory
IDP Representative Forum (IDP Rep)	1	2	3	4
Public Consultation Meetings	1	2	3	4
Community Based Planning	1	2	3	4

38. Do you know the telephone number of IDP Manager in Lepelle-Nkumpi Municipality?

Yes	
No	

Section D: Accessibility of the IDP venue

(Mark with an X to applicable box)

39. Does the IDP session held in your village or neighbouring village?

My village	
Neighbouring village	

40. What is the distance from your home to the venue where IDP session held?

1 to 2 kilometres	
2 to 3 kilometres	
3 to 4 kilometres	
3 kilometres and more	

41. How did you arrive on the venue where IDP session held?

Own car	
Transported by municipal transport	
Walking	
Use taxi/bus	
Family/friends car	

Section E

(This section is applicable to IDP manager of Lepelle-Nkumpi Local Municipality only)

42. Does the community/public really understand the IDP processes?

Yes	
No	

43. If yes, how can you qualify understanding?

.....
.....
.....

44. What are the roles of community/ public participation in the IDP process?

.....
.....
.....

45. Does the municipality have approved capacity building policy for improving the participation of community members in the IDP processes and activities?

Yes	
No	

46. If yes, is there any success observed (during the implementation)?
Please explain

.....

.....

.....

47. Does the municipality have stakeholder /communication strategy or policy in place?

Yes	
No	

48. If yes, does the strategy cover areas of community/ stakeholder participation in the affairs of the municipality?

Code clause which enhance or promote participation by public/community or stakeholders

.....

.....

.....

49. Does the current system of community participation in the IDP process helpful?

Yes	
No	

50. If yes, can you motivate

.....
.....
.....

51. Do you consider the approach of community participation in the IDP to be adequate/ or most appropriate?

Yes	
No	

If yes, please motivate

.....
.....
.....

If no, what are the reasons?

.....
.....
.....

52. What are challenges encounter by the municipality during the development and the implementation of IDP? Please list if possible all

.....
.....
.....

53. What other comments do you have on any other aspect related to community participation in the IDP and capacity building to public participation?

.....
.....
.....

Section F: Comments and Recommendations

54. Please indicate which of the following suggestions can improve the participation of community members through IDP within Lepelle-Nkumpi Municipality (Mark X)

Consultations to be conducted over the weekend to accommodate every citizen	
Consultations to be conducted after hours	
Ward counsellors to communicate final plan to community members	
Consultations to done at community level not at ward level	
Any other suggestion/s	

N.B Once you complete the questionnaire please have it with you I will come and collect it from you. You are also welcome to call or send SMS to Kgoadi Eric Molaba at 083 979 8042 or to come and fetch it from you.

Thanks in advance for your effort and co-operation

Regards

Kgoadi Eric Molaba

Researcher