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Limitations of the Integrated Development Plan as a public participation tool in decision making in Dr Kenneth Kaunda District Municipality.

By

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This research is submitted to the Faculty of Commerce, Law and Management, School of Governance, University of the Witwatersrand, in fulfilment of the requirements for the Master of Management.

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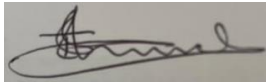
Abstract

This study examines the limitations of the Integrated Development Plan as a tool for public engagement in decision-making within the context of the Dr Kenneth Kaunda District Municipality. The study is grounded in the People Centred Development Theory, which emphasizes the participation of all stakeholders in the development process. The study employs a case study research design and qualitative methodology, with data gathered through interviews and document analysis. The findings reveal that the IDP plays a significant role in facilitating service delivery within the municipality. It serves as a guideline for identifying needs, setting priorities, and implementing strategies to enhance service provision. The IDP also fosters stakeholder participation and enables continuous reporting, thereby promoting inclusive development. However, several limitations in the IDP process were identified. Public participation was inconsistent, with meetings often held during working hours, excluding many community members. This lack of inclusivity resulted in the underrepresentation of diverse perspectives in decision-making. Moreover, certain critical sector departments did not participate, hindering integrated development goals. Communication and induction processes were also lacking, with stakeholders and communities not effectively engaged or informed. Beyond the planning aspect, the study also identified challenges in the implementation of the IDP. These challenges ranged from limited funding, lack of skilled personnel, limited community interest, duplication of processes and projects, and a lack of political will and effective leadership. The inadequate resource allocation led some projects being unimplemented. To address the limitations identified, the study recommends comprehensive awareness campaigns to educate the public about the IDP, increased accessibility through multiple languages and digital platforms, and the use of diverse engagement methods. It also suggests aligning municipal objectives with the IDP, utilizing the Ward Development Plan, conducting IDP Representative Forum meetings, improving communication and recruitment practices, effectively utilizing scarce resources, and increasing the tenure of the IDP.

Key words: *Integrated Development Plan, Public Participation, and Service Delivery*

Declaration

I declare that this research report is my own unaided work. It is submitted for Master's Degree in Governance Management at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any other degree or examination to any other University.



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Dedication

I dedicate my Masters dissertation to my little girls, Lintle Ramone, Khanya Ramone and Hlonolofatso Ramone. You are the pillars of my happiness. I am happy to have pursued this journey.

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List of Acronyms and Abbreviations

DRKKDM	Dr Kenneth Kaunda District Municipality
IDP	Integrated Development Plan
MSA	Municipal Structures Act
PCD	People Centred Development
RDP	Reconstructive Development Plan
SEOs	State-Owned Enterprises
SDBIP	Service Delivery and Budget Implementation Plan
TCA	Thematic Content Analysis
WDP	Ward Development Plan

Chapter 1: Introduction and background

1.1 Introduction and background of the study

Local government is regarded as the main supplier of services in South Africa (Cogta, 1998). In South Africa, municipal service delivery is permitted by Schedule 4 and Part 5 of the Constitution. Municipalities are therefore expected to more than satisfactorily fulfil this fundamental requirement (Selepe, 2017). Nevertheless, local government has encountered difficulties fulfilling its legal duties to provide essential services. A coordinated approach to service delivery is essential due to the complexities and diverse dynamics present in municipalities across the nation. Nevertheless, for a variety of reasons that this paper examines, the IDPs created by municipalities to fulfil this constitutional obligation usually fall short.

Chapter 5 of the Municipal Systems Act of 2000 mandates that all South African local municipalities produce an Integrated Development Plan to allow them to offer services for the communities under their authority (Madumo & Koma, 2019). The necessity of enabling public engagement in local government making decisions, as required by South Africa's legal framework, is fundamental to the IDPs. According to the White Paper on Local Government from 1998, people should be consulted on the type and quantum of services they receive. If it is possible, they should also be given options for the services they would like to receive (Cogta, 1998). This is clearly stipulated in the Municipal Systems Act of 2000 as it makes it a requirement to consult local communities on its development needs and priorities.

Municipalities must provide democratic and accountable governance in addition to providing efficient and effective services, according to Chapter 7 Section 152 of the South African Constitution (1996). Mahlinza (2013) makes this assertion when he contends that in order to improve the provision of services, an IDP should encourage community involvement in local administration. IDPs are an essential tool that municipalities can use in the areas that fall under their purview to lower unemployment, eradicate poverty, and boost local economies (Selepe, 2017). Section 152 of the Constitution states that it is the duty of IDPs to see to it that municipal objectives are carried out. The suitability of district development plans and the just recently

developed "One Plans" should also be assessed as part of the IDP process (Madumo & Koma, 2019).

The IDPs are developed in relation to the amenities and initiatives offered to local government. Community members and all spheres of government must coordinate their planning efforts in order to implement the municipality's participatory Integrated Development Plan. The Constitution of South Africa, 1996a, states that the objectives of IDPs are to carry out the statutory duties of local government, which includes providing viable, democratically elected and transparent governance for communities in the area, as well as fostering economic and social growth, a healthy and safe atmosphere, and citizen participation in matters pertaining to local government. However, most of these projects view community involvement as either misguided or inadequate. The IDP creation process is frequently seen as co-optation and interpreted as being neither rigorous nor robust enough (Buccus, 2011). Monitoring and evaluation connected to development are almost non-existent, in addition to the subpar quality of community interaction.

Municipalities' local economic development is at the core of both "One Plans" and district development plans. This suggests that local governments have an increasing obligation to support and foster economic growth in their communities. In an attempt to counteract the increasing levels of unemployment and poverty, socioeconomic development is ensured. In addition to addressing social, economic, and environmental issues, IDP strategy plans also need to be considerably more inclusive by utilizing a variety of public involvement approaches. It is important to remember that IDPs are flexible and that the budget adjustment procedure allows for any changes to be made to the priorities stated in the plans. The Municipal Financial Management Act (MFMA), Section 28, is followed in carrying out this process. The main purpose of this is to guarantee that projects are finished as anticipated.

In spite of IDPs and their vital role, numerous towns have consistently fallen short in providing the necessary services. This failure has been attributed to a number of things, including unethical practices and intra-party disagreements (Govender and Nwafor, 2019). Additionally, there are institutional "fault lines" that result in a "pressure cooker" situation because some municipalities cover large geographic regions. De Visser, (2009) stressed that when coupled with impractical demands on the IDP and

the necessity for the IDP to be prepared promptly after the election of a new council, these elements establish a "pressure cooker" scenario. Similarly, Coetzee (2010) referred to the IDP "as an inadequate system that is not widely recognized, supported, and esteemed by the leaders and participation" and likened it to "an octopus with too many muscles."

The current study sought to identify the limits of the Dr Kenneth Kaunda District Municipality's Integrated Development Plan as an instrument for the delivery of services in light of policy and regulatory requirements. Integrated Development Plans are meant to help municipalities fulfil their developmental mandates, but in the case of the municipality in question, this has not been the case, as shown by the ongoing reduction in service delivery, and the absence of public participation in the IDP process has been concerning. The current investigation assessed the extent of public participation in the developing of the IDP document. The Dr Kenneth Kaunda District Municipality is a region in the southern part of the North West Province, bordering the provinces of Gauteng and the Free State. Maquassi Hills, Matlosana, and JB Marks are its constituent local municipalities (Dr Kenneth Kaunda District Municipality, 2022).

1.2 Problem statement

Like all municipalities in South Africa, Dr Kenneth Kaunda District Municipality also embarks in a process of formulating an Integrated Development Plan process in order to fulfil their constitutional mandate to better the lives and aspirations of their communities (Dlamini & Reddy, 2018). Although the five-year municipal councils' tenures are linked to the IDP, it has become apparent that the IDP developed is incompatible with the community needs and expectations because the process of IDP formulation has been characterised by numerous limitations such as a lack of substantive public involvement and disintegrated planning among others. This has been found in Lepelle-Nkumphi Municipality, Limpopo province and Mahikeng LOCAL Municipality (Makalela, 2020; Maseng, 2021) respectively. With the persistent shortcomings experienced in the development of the IDP, the IDP has seemingly become unsuitable to serve its intended objective i.e., serving the community (Makalela, 2020, Dyum, 2020). The level of service delivery at the Dr Kenneth Kaunda

District Municipality has deteriorated. This corroborates with Asha and Makalela (2020) who found challenges in the implementation of integrated development plan and service delivery in Lepelle-Nkumphi Municipality, Limpopo province. Given the manifold challenges that have presented themselves in relation to the development and implementation of the IDPs, there is limited attention given to understanding the challenges from a practitioners' perspective i.e., from the perspective of municipal officials whose responsibilities include partaking in the development and implementation of the IDP, particularly in the Dr Kenneth Kaunda district municipality. Their perspective and insights might aid in resolving some of the prevailing challenges regarding both the development and the implementation of the IDP.

1.3 Purpose of the study

The aim of this study was to assess the level and scope of public participation within the Integrated Development Plan (IDP) process as a means of service delivery at Dr Kenneth Kaunda District Municipality, in accordance with relevant South African regulations. The study also seeks to identify any limitations or constraints that may exist in the current public participation practices and provide recommendations for improvement.

1.4 Research questions

Against the above problem statement, the research question and sub-questions are as follows:

1. What are the limitations associated with the utilisation of the Integrated Development Plan as a mechanism to improve service delivery within Dr Kenneth Kaunda District Municipality?

Sub-questions

- (a) What are the specific limitations encountered in the IDP process within Dr Kenneth Kaunda District Municipality?
- (b) What are the current strategies in place for public participation within the IDP process in Dr Kenneth Kaunda District Municipality, and are they considered effective?

(c) What measures or strategies are currently being implemented or should be implemented to enhance and build the capacity for effective public involvement within the IDP process?

1.5 Research objectives

- (a) To investigate the specific limitations encountered in the Integrated Development Plan process within the Dr Kenneth Kaunda District Municipality.
- (b) To evaluate the current strategies in place for public participation within the IDP process in the Dr Kenneth Kaunda District Municipality and assess their effectiveness.
- (c) (c) To analyse the measures or strategies currently being implemented or that should be implemented to enhance and build the capacity for effective public involvement within the IDP process in the Dr Kenneth Kaunda District Municipality.

1.6 Significance of the study

While the subject at hand has received some attention, more could be done to enhance an understanding from a local government institutions' perspective. The significance of this study is two-fold. Firstly, the study makes a contribution to the literature in understanding limitations of the IDP and its processes from a practitioner's perspective. Secondly, it cast light on some of the intricate issues contributing to the limitations of the IDP as a tool to facilitate the provision of services by the municipality. The study can make a contribution towards shedding light on the connection between outcomes of service delivery in the context of the IDP process and public participation. The study also has a potential to draw attention to the necessity of activities for strengthening capacity to enable residents and local government local representatives to actively participate in the IDP. The study also draws attention to some specific strategies, mechanisms, and best practices for ensuring meaningful citizen engagement, such as improving communication channels, providing accessible information, and promoting community involvement. To this effect, the study makes recommendations.

1.7 Outline of the dissertation

The study is structured into five chapters. The first chapter presents the introduction to the topic together with the problem statement research objectives and background information on the study area. Chapter two (Literature Review) reviews both the theoretical and empirical literature. The chapter summarise what has already been discussed in ones' field, both to demonstrate limitations of the IDP. The chapter also highlight knowledge gaps, problems or shortcomings in existing research to show the original contribution present research. This includes the definition of IDP, South African legislative frameworks that underpin IDP, importance of public participation in IDP process and the literature will also review suitability of Integrated Development Plan in fostering service delivery. Chapter three (Methodology), presents the research, the research design, study setting, target population, sampling frame, and sample size, sampling techniques. The chapter also covers, data collection instruments, data analysis and trustworthiness. The limitations of the study, data analysis and ethical consideration. The theoretical framework in which the study was founded will be explained in this chapter. Chapter four (Findings and Presentation): This chapter focuses on data processing, analyses and presentation of the findings. Chapter five (Conclusion and Recommendations): The findings of the study, the conclusions and recommendations are presented in this chapter.

1.8 Chapter summary

This chapter provided the overview and rational of the study. The chapter presented the introduction and background of this study, the problem statement, and purpose of the study, the research question and sub-research questions of the research. The significance of the research and its contribution are discussed, overview of the research report and chapter summary. The following chapter focuses on literature review of relevant previous studies.

Chapter 2: Literature Review

2.1 Introduction

This chapter reviews both the theoretical and empirical literature. The present study focuses on the evaluation of IDP as a service delivery tool in the municipality under investigation, drawing upon relevant literature. This chapter critically assesses the significance of the IDP in enhancing service delivery and examines the challenges encountered by municipalities in the IDP process, thereby highlighting the limitations of the IDP. The literature review encompasses the definition of the IDP as well as the legislative frameworks within South Africa that serve as the foundation for the IDP, importance of public participation in IDP process and the suitability of Integrated Development Plan in fostering service delivery. The chapter also highlight knowledge gaps, problems or shortcomings in existing research.

2.2 Overview of the Dr Kenneth Kaunda District Municipality

The Dr Kenneth Kaunda District Municipality (Dr KKDM), which includes the local municipalities of Matlosana, JB Marks, and Maquassi Hills, is located in the southern region of the North West Province. Both the Free State and Gauteng Provinces share a border with this district municipality. The demographics are listed after the region that the District Municipality encompasses on the map below (Figure 2.1). The statistical data is a compilation of data from the 2011 Census, the 2016 Community Survey by Stats SA and the IHS Markit Regional Explorer, the 2011 Dr Kenneth Kaunda DM Spatial Development Framework (SA, Community Survey, 2016). The Municipal Demarcation Board (MDB) of the Republic of South Africa provided the demarcation borders as of 2016 on which the analyses were based. Dr KKDM is a region with a rich and diverse natural and cultural heritage, with the potential for sustained economic growth. The region is home to some of the most prominent gold mines in the world and one of the oldest meteor impact sites in the world.

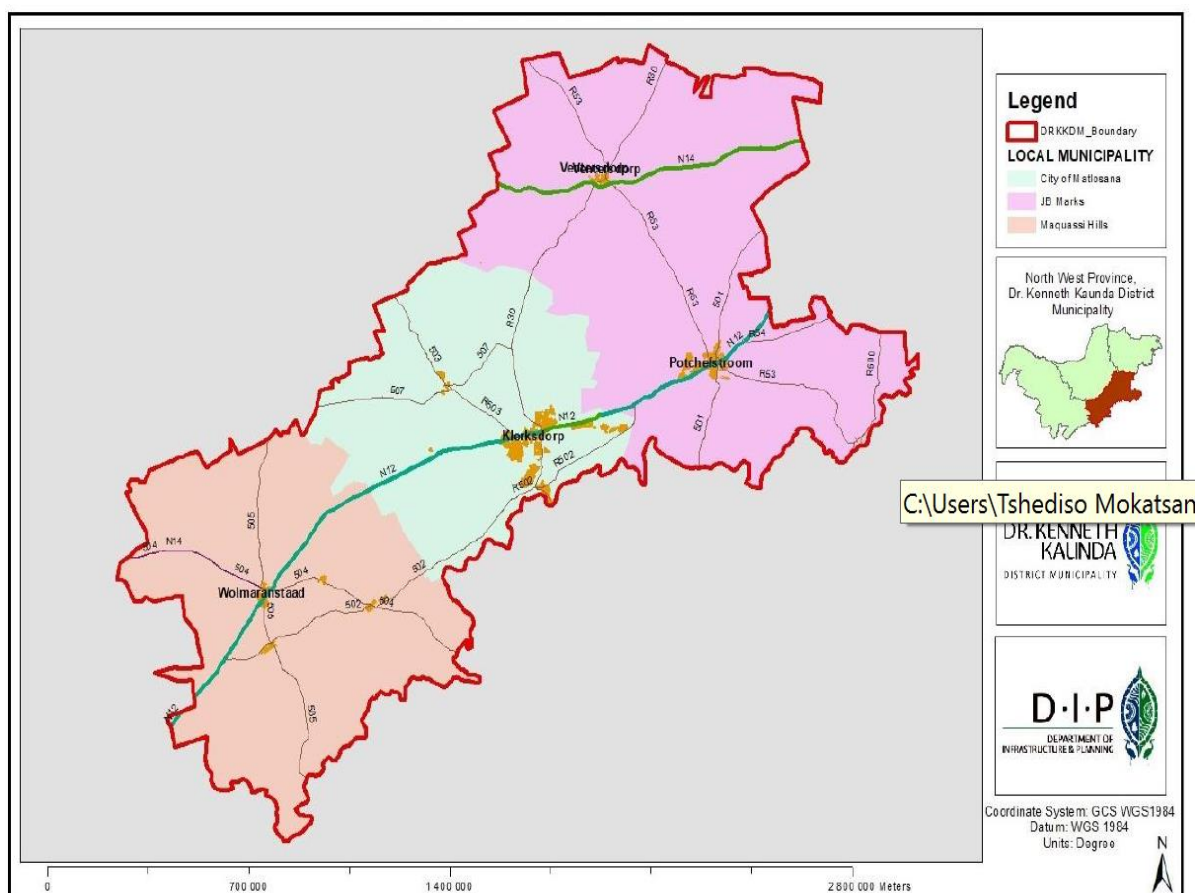


Figure 2.1 Map of Dr Kenneth Kaunda District Municipality

According to Statistics South Africa (Community Survey 2016), the population of the Dr. Kenneth Kaunda District (based on 2016 municipal boundaries) is 742 822, increased from 695 934 in 2011. The population is unevenly distributed among the three (3) Local Municipalities and the average annual growth rate of the district is 1.07% which dropped from 1.16% between 2001 and 2011 (Mmamodikwe, 2022).

2.3 The Integrated Development Plan (IDP)

In response to the Reconstructive and Development Programme (RDP), the Integrated Development Plan was introduced in 1996. The RDP was implemented but did not fully address the social and geographic disparities linked to the government that existed prior to 1994. As such, the IDP was introduced as a local government

mechanism to achieve a much more responsive government in addressing the social and geographic disparities caused by the apartheid system. The Integrated Development Plan is a strategic plan with a duration of five years that was mandated by the national government to facilitate and promote local-level development (Mmamodikwe, 2022). Municipalities were tasked with the responsibility to formulate and implement the IDP.

The IDP is written with a five-year tenure in mind. Every year, the document must be reviewed with the input of all pertinent parties, without the council. It serves as the foundation for the municipal ongoing budget, departmental performance management, and annual project spending. The review aims to balance the local development priorities regarding socioeconomic, environmental, and political requirements in order to reflect on goals and accomplishments. As per the Municipal Structures Amendment Act 20 of 2002 and the Municipal Financial Management Act 56 of 2003, IDP is designed to ensure sustainability in terms of the organization's capacity to implement and integrate activities across sectors and government agencies. According to Section 35(1) of the Municipal Systems Act, 32 of 2000, once the IDP is approved by the municipal council, it becomes the fundamental planning document that guides and informs planning and development processes, facilitating coordinated decision-making within the municipality. Upon approval, the IDP plays a crucial role in governing the actions and obligations of the executive authority in accordance with federal or provincial laws.

In this situation, all responsibilities and executive obligations are governed and overseen by the laws protecting citizens' rights and ensuring the regular provision of services to locals.

According to Asha & Makalela (2020), integrated development planning is the strategic and inclusive process of creating an all-encompassing strategy. Similarly, Meiklejohn and Coetzee (2003) assert that IDP it is a procedure by which municipalities create their Integrated Development Plan. The planning process, which directs all developmental efforts in a municipality, results in the IDP. According to Mathye (2012), the IDP is the primary strategic planning instrument that directs and educates all municipal preparing a budget, management, and effective decision-making. One of IDP's chief objective include raising the standard of living for the residents of a certain

municipality and make sure that democratic rights and individual liberties are protected there. Additionally, it must support social initiatives and address the socioeconomic issues that local governments in South Africa are confronting (Subban & Theron, 2012; Mautjana & Mtapuri, 2014; Penderis, 2010). The IDP which the council adopts and reviews annually, serves as a planned and functioning design guideline and remains relevant at the end of the council's elected term. Taking into account the resources at its disposal, the Municipality's main strategic plan prioritizes the most important developmental demands of the municipal territory. The Municipal Systems Act 32 of 2000 and the Municipal Structures Act 117 of 1997 both allow municipalities, the IDP structure enables the local authority to fulfil their development responsibilities towards the community. Tornberg (2012), IDP serves as a strategic tool for municipalities to effectively manage their roles and functions, uphold the mandates of the Constitution and other relevant laws concerning residents, and foster an integrated framework for planning, operation, and service delivery. Dlamini and Reddy (2018) highlight that the IDP process aids in decision-making regarding land management and municipal budget priorities. Consequently, in order to engage various stakeholders such as regional businesses, government agencies, and local communities in meaningful and strategic consultations, the IDP should promote social and economic development as well as institutional transformation. The IDP plan represents the long-term development objectives of the municipal council, with a focus on addressing the most pressing needs (Maake, 2016). This document should include the sector planning as well as the goals for internal transformation and local economic development. The key performance indicators and performance goals must line up with the plans developed through community participation in a local municipality. The IDP is recognized as one of the key components of the municipality's primary developmental requirements within the five-year planning budget (Municipal Structures Act 117 of 1998).

IDP plays a vital strategic role in enabling municipalities to effectively manage their tasks and responsibilities, adhere to the mandates of the Constitution and other applicable laws pertaining to residents, and foster an integrated framework for planning, operation, and service delivery. The IDP process serves the purpose of facilitating decision-making regarding municipal budget priorities and land management. It must support institutional transformation along with social and economic development if it is to involve all of its stakeholders - including local

communities, government organizations, and regional businesses - in constructive and strategic consultation.

2.4 South African legislative frameworks that underpin IDP

The basic human rights enshrined in Chapter 7, sections 152 and 153 of the 1996 Constitution of the Republic of South Africa, as well as Chapter 2 sections 26, 27, 29, 30, and 32, form the foundation for the IDP and other statutory legislation governing public participation and consultation. South Africa has established a robust framework of rules and regulations that provide municipalities with comprehensive guidelines for developing integrated development plans.

2.4.1 South African Constitution

Nothing in South Africa replaces the Constitution as the supreme law. As a result, all acts, rules, and regulations must be consistent with it and not in conflict with any of its contained rules (Pilane 2022). The Republic of South Africa's 1996 Constitution provides guidelines for public engagement and consultation in the IDP and other statutory laws. Municipalities can better accomplish local government objectives by utilizing the resources at their disposal with the assistance of Section 152 (2). A municipality must, however, carry out this task within the constraints of its own financial, political, and administrative resources. The "Objectives of local government" are outlined in Section 152 of the Constitution as follows:

In order to:

- Ensure a democratic and accountable government;
- Ensure that the Local community receives basic services;
- Sustainable uplift of social and economic aspects;
- Creating a safe and healthy environment, as well as;
- Promoting active citizen participation in local affairs.

A collaborative local government structure was intended to provide democratic and responsible local governance, according to the Republic of South Africa's Constitution (Act 106 of 1996). Policies for promoting sustainable social and economic development are included in the legislation. Municipalities are encouraged to strive

towards achieving the objectives outlined in Section 152 of the South African Constitution, to the extent of their administrative and financial capabilities, paragraph (1). Dyum (2020) states that municipalities are governed by the law and must adhere to its restrictions in order to supply fundamental services and manage them in a systematic way. Involving citizens in the process is a requirement for local governments' institutions to such that decisions are clearly provided. This is consistent with literature by Reddy (2018) the Republic of South Africa's constitution encourages local government to be developmental and to allow public engagement in all of its operations in order to foster a safe and healthy environment for everyone. Communities have transformed IDP public participation procedures into service delivery-related engagement sessions over time, emphasizing the accountability of municipalities to their constituents (Reddy 2018).

2.4.2 Municipal System Act (MSA) 32 of 2000

According to the Municipal System Act (MSA) of 2000, access to power, water, sanitary facilities, and roads, along with any other needs pertaining to local priority issues, are considered fundamental requirements. In summary, municipalities can improve their service delivery by utilizing the IDP as a tool (SALGA, 2011). The South African Constitution grants municipalities the power to keep an eye on how the government is run (Zwane, 2020). The strategy outlined in Chapter 7, Section 152 of the South African Constitution, Act No. 108 of 1996, reflects the constitutional commitment to establishing a democratic and participatory society where government is based on the will of the people.

The preamble of the South African Constitution affirms the objective of laying the foundations for an open and democratic society. Act No. 108 of 1996 emphasizes the National Assembly (NA) as the cornerstone of South Africa's democracy, entrusted with the responsibility to represent the people and ensure governance in accordance with the Constitution. Grant (2018) asserted that greater goals and objectives can be achieved by public involvement (Act 108 of 1996, Section 42(3)). As per Chapter 5, Section 23 of the Municipal Systems Act (MSA), municipalities are mandated to undertake development planning in accordance with the requirements outlined in Section 26, which specifies the essential components of the IDP. This implies that it is

mandatory for municipalities to verify that the goals and current initiatives in this domain are consistent with their long-range development plans.

The municipality must set up a system of participatory leadership to support formal representative government and encourage community involvement in municipal affairs, such as organizing, submitting, and evaluating IDPs, according to MSA (2000) Section 16. MSA Section 19 states that "When performing its functions and exercising its authority, the municipal council shall create processes for consulting local groups and organizations. Zwane (2020) claims that the IDP aims to effectively coordinate the efforts of local and other governmental sectors in order to raise the living standards of the populace. It ought to take into account the situation as it is now, the difficulties, and the resources available for development.

According to Section 16 of the Municipal Systems Act (MSA) of 2000, the municipality is required to establish a system of participatory leadership that supports formal representative government and encourages community involvement in municipal affairs, including the formulation, submission, and appraisal of IDP process. Additionally, Section 19 of the MSA states that the municipal council must establish processes for consulting with local groups and organizations when performing its functions and exercising its authority. Similarly, Zwane (2020) asserts that the primary objective of the IDP is to effectively coordinate the efforts of local and other government sectors in order to improve the living standards of the population. The IDP should take into account the current situation, challenges, and available resources for development.

2.4.3 Amended Municipal Structures Act, Act 117 of 1998

The amended Municipal Structures Act, originally enacted as statute 117 of 1998 and amended in 2021, is a legislation designed to... "...provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities and to further regulate the internal systems, structures and office-bearers of municipalities". This includes the stipulation that municipalities must implement a participation system with a sub council or ward participatory system, according to the same Act. Additionally, it states that the mayor's duty is to provide an annual report regarding community involvement in municipal matters. Section 19(2)(c)

of the Act additionally stipulates that a municipal council has the right to assess its procedures, with regard to community involvement, once a year. The Municipal Structures Act outlines the mechanisms put in place at the local level to guarantee efficient governance. These mechanisms include ward council members, council committee members, mayoral committee members, and other structures that make sure community needs are met. The Madibeng local municipality should set up its structures under the Municipal Structures Act (1998) in order to encourage public participation by integrating its larger settlements into the municipal system.

2.4.4 The White Paper on Local Government

The fulfilment of fundamental needs is essential for both economic development and a higher standard of living. Regardless of whether or not people have jobs, the community can access these services. According to The White Paper of 1998, access to adequate basic services is not only a constitutional requirement but also essential for individuals to support their families, secure employment opportunities, enhance their skills, and establish small businesses. Thus, it is the primary responsibility of municipal governments to ensure that citizens' rights to equality and freedom are respected. As an increasing number of individuals perceive local government as a source of hope in addressing community concerns, it becomes crucial to ensure the fulfilment of its mandate. The paper places a strong emphasis on community engagement as a means of promoting social and economic progress. It does, however, caution that everyone involved in the job will need to put in a great deal of effort and perseverance to make this happen. The 1998 white paper on local government emphasizes the importance of IDP in facilitating prioritization and enabling the integration of municipal development plans through enhanced collaboration between public agencies and key stakeholders in decision-making processes (Cash & Swatuk, 2010). It outlines the establishment of an internal performance management system by the municipality, which would be assessed and evaluated within the framework of social and economic development goals.

The achievement of the goals outlined in Section 152 of the Constitution by local government is facilitated through the establishment of municipal IDPs. One instrument utilized by local governments to carry out their development responsibilities is the IDP

Municipal plans known as integrated development plans are designed to manage a jurisdictional region's rights and obligations in an integrated manner (Craythorne, 2006; Adonis & van der Walt, 2017). Municipalities may ensure that they are providing effective and efficient services to their citizens by using the IDP as a tool. The White Paper (1998) recommends that towns have a wide enough range of service delivery options to meet their needs in terms of coverage, cost, quality, and socioeconomic considerations, including the objectives of the municipality. Individuals who pay for services, particularly residents in urban areas, have expectations of receiving the necessary assistance they require. Local governments can use an IDP as a tool to implement regional and national goals locally (Madumo & Koma, 2019). It is imperative that the Integrated Development Plan be implemented accurately and impartially. IDPs need to be considerate of the needs and developmental challenges of the general public. Therefore, extensive research suggests that the municipality is constitutionally obligated to deliver long-term, high-quality services to the individuals residing within its jurisdiction.

2.5 Importance of public participation in IDP process

Various works of literature have been produced regarding the function of public involvement in the governance of municipalities. A study conducted by Mathebula (2018), found that the formulation of IDPs lacks a people-driven approach, leading to inefficiencies in carrying out and delivering services as envisioned by the law, particularly in terms of including the public. Yet, Rowe and Frewer (2017), public participation is the engagement, communication, and decision-making input of citizens within different democratic state institutions and structures, particularly at the local level. This also extends to members of civil society. It entails bringing the public into the decision-making, agenda-setting, and policy-development procedures employed by institutions or organizations tasked with policy creation. This is in line with Southall's (2020) argument that public involvement implies that individuals should participate in decision-making processes because they understand their own needs and because they generally think that decisions made on their behalf will be superior to those made on behalf of others.

To comprehend the importance of issues and make a meaningful contribution, people need to be able to participate in those that directly affect their lives. In addition to serving as a means to an end in and of itself, public involvement also fosters the growth and development of an individual's ability to actively disrupt or affect service delivery processes. This is consistent with Mandiyanike (2017) who discussed that public participation plays a significant role in shaping the funding, resource allocation, and spending transparency of local governments. The Constitution mandates a high level of transparency, public access, and public involvement in legislative processes, which includes specific provisions that further enhance the functions, public engagement, and representative nature of the legislatures.

Dyum (2020) argued that this type of involvement (public participation) promotes cooperation among non-profit organizations, community structures, and civil organizations and activists. The alliance created by sharing a same objective can help government institutions advance any planning projects and is effective for transforming any community. Additionally, Smith (2003) emphasizes the importance of forging community coalitions in order to prevent conflict between members of the community or local government organizations. The principles and ideals of public participation, as outlined by Ben-Zeev (2017), emphasize the importance of ensuring that public input has an impact on decision-making, consulting and including those affected by decisions, and promoting sustainable decision-making by addressing the needs and interests of all stakeholders, including decision-makers. Dyum (2020) suggests that encouraging public involvement in local government planning can enhance overall public engagement and foster collaboration for the benefit of all parties involved. This approach fosters collective decision-making within a legal framework. However, it is crucial to implement public involvement practices effectively to avoid empowering only certain individuals or reinforcing the ideologies of a privileged few. Marais (2017), highlighted that preserving and safeguarding the process of public involvement, is essential for fulfilling its original purpose, as it allows citizens to influence progress.

It is expected of citizens to participate in public participation processes in order to exercise their democratic right. According to Marais (2017), public participation is an approach that needs to be carefully maintained if effective IDP formulation is to be carried out because it allows citizens to have an impact on development. This is in line with the findings of Erfteimeijer & Bualuang (2002), who suggested that participation

of the community in decision-making raises the possibility of successful local initiatives and services. Dlamini & Reddy (2018) argue that rather than being dictated by delivery institutions or departmental bureaucracies, service delivery should be structured around the demands of end users.

Further, municipalities, the private sector, and local governments are responsible for ensuring that services are rendered at a high degree. The Constitution mandates that the municipality offer the residents living under its jurisdiction trustworthy, superior services. Studies conducted by Adonis & van der Walt (2017), Mathebula (2018), and Asha & Makalela (2020) have found that South African local authorities often encounter challenges and difficulties in implementing effective public participation processes and the lack of accountability shown by officials when they occasionally fail to carry out their legally mandated duties in violation of democratic principles. Therefore, it is necessary to evaluate the IDPs effectiveness as a tool in light of this literature.

Public participation in local government planning is anticipated to serve as a potent tool, significantly enhancing public involvement and promoting cooperation among stakeholders for the good of all parties involved (Wüst 2022). It will guarantee that harmony reigns and that choices are made jointly and are legally binding. This body of work aligns with the findings of Dyum (2020) who conducted an analysis of mandatory legislative processes and public opinion to examine the nature and extent of public participation in the development of the IDP document. As a result, research suggests that stakeholders involved in the IDP process should effectively and collaboratively engage with residents, ensure inclusivity, and address any barriers to facilitate a smooth transition during these interactions.

Smith (2003) asserts that public participation can enhance policy effectiveness and facilitate the exchange of relevant information, thereby addressing legitimate concerns. It is crucial to involve residents in the planning process, as they possess valuable local expertise and are directly affected by efforts to improve and transform their current circumstances. Brinkerhoff et al. (2011) corroborate this perspective, highlighting how the IDP consultation and compilation process fosters support, legitimacy, transparency, and responsiveness by prioritizing citizen participation and

influence in decision-making. Building upon this literature, the present study recognizes the crucial role of public participation in the IDP process.

The formulation of the IDP is regarded as a transformative tool that promotes public involvement in decision-making (Dinbabo, 2014; Irvin and Stansbury, 2004; Ile and Dinbabo, 2015). Increased citizen participation is justified by highlighting the benefits and quality of the IDP process. The consultation and compilation of the IDP prioritize support, legitimacy, transparency, and responsiveness, with a strong emphasis on citizen engagement and influence in decision-making (Brinkerhoff et al., 2011; Molaba, 2016). Upholding democratic processes and ethical governance is crucial, although challenges may arise even with the anticipated benefits. The objective of public participation is to foster an equitable and just relationship between individuals, society, and the government. This is particularly emphasized in democratic societies that prioritize wealth distribution and equal opportunities as the foundations of society. Such societies strive for a fair and equitable approach to public engagement on matters that affect them. Social justice is a universal concept but holds particular significance at the local level, within municipalities, in addressing issues related to resource distribution and combating unfair treatment based on factors such as ethnicity, culture, language, sexual orientation, religion, and political affiliation.

2.5.1 Municipalities and developmental service delivery

In accordance with Section 153 of the Constitution (1996), a municipality must structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the Community and promote both social and economic development of community, which supersedes all laws in South Africa. Water, sanitation, power, roads, and any other necessities pertinent to local priority issues are listed as basic needs in the MSA of 2000 (Tshikovha, 2006). Providing users with the services they requested or needed is known as service delivery (Dlulisa 2013; Majikijela 2007).

The IDP serves as a crucial tool to ensure the effective and efficient provision of services by municipalities to their communities. After all, municipalities use the IDP as a tool to enhance their service delivery (SALGA, 2011). Therefore, the IDPs created by local municipalities should be used as a tool to support the sustainable development of both urban and rural areas by addressing service delivery backlogs

as well as high unemployment and poverty rates. The fulfilment of fundamental needs is essential for both economic development and a higher standard of living. In order to enhance service delivery, the White Paper (1998) emphasizes the importance of towns adopting a suitable combination of service delivery options that take into account factors such as coverage, cost, quality, and socioeconomic considerations aligned with the municipality's goals.

Regardless of whether or not people have jobs, the community can access these services. In addition to being a constitutional requirement, access to adequate basic services is essential for individuals to support their families, secure employment, enhance their skills, or establish small businesses (The White Paper, 1998). However, South Africa faces significant challenges with regards to service delivery, resulting in a considerable backlog (Mahlaku, 2007). According to Dlamini & Reddy (2018), local municipalities are required to give their communities services that are a priority, well-informed by a collaborative process, and sustainable. This is supported by Clark, (2011) service delivery protests have been common in South African towns for the past few years. Communities have voiced complaints about towns' poor performance in providing basic services. Therefore, there is still no solution to the problem of poor service delivery. The Integrated Development Plan is one of the strategic instruments set up to help local authorities speed up service delivery. Improvement and expedited delivery of municipal basic services are the primary goals of IDP (Maake, 2016; Mathebula, 2018). Asha & Makalela (2020) support the notion that local government plays a crucial role in ensuring effective delivery of services and essential infrastructure. They argue that the successful fulfilment of the developmental responsibilities entrusted to local government requires the implementation of robust strategic tools and sufficient administrative capacity.

According to recent research by Asha & Makalela (2020), South African local municipalities have been using IDP to improve the delivery of essential services in their areas of authority. However, practically all South African municipalities continue to struggle with the problem of service delivery (Dikotla, Mahlatji, & Makgahlela 2014). This is because many towns in South Africa have a history of providing inadequate essential household services, such as water, power, sanitation, and garbage removal (Beyers 2015). Residents have expressed their anger and displeasure in many sections of the nation through intermittent violent service delivery protests, which have

caused social upheaval and political difficulties. Therefore, literature has recommended that municipalities should emphasize their involvement in development with a view to overcome the apartheid era's centralized and fragmented planning procedures.

2.6 Suitability of Integrated Development Plan in fostering service delivery

Regarding the suitability of IDP in promoting service delivery, the research offers contrasting results. The White Paper on Local Government (1998) states that the IDP is regarded as one of the primary tools available to local government in addressing its newfound developmental responsibilities. In order to sustainably ensure that services are provided to communities, the IDP compels local governments to proactively plan local development. This is consistent with Mmamodikwe (2022) who outlined that the primary objective of the Integrated Development Plan is to expedite service delivery and promote sustainable local development, thus contributing to the peace-building process. Furthermore, it encompasses a five-year financial, implementation, and action plan and it serves as a valuable point of reference for municipal management when making decisions pertaining to planning and development processes. Sinxadi & Campbell (2015) contend that the IDP plays a crucial role in enhancing municipal service delivery by establishing key developmental goals that are translated into initiatives and programs aimed at addressing the underlying causes and visible manifestations of service delivery accumulations and postponements. This agrees with and Asha & Makalela (2020) who found that in South Africa IDP is highly important for the municipality as it serves as a tool for eradicating service delivery backlogs because it directs an order in terms of the municipal planning. This literature points that IDP addresses the intended needs of the communities and that is through the community-based planning.

Dlamini and Reddy (2018) highlight that the IDP, in accordance with the Constitution (1996) and the Municipal Systems Act (2000), places the responsibility on South African municipalities to provide essential services such as sanitation, healthcare, electricity, and well-maintained roads. These services are vital for maintaining an acceptable standard of living, protecting the environment, and ensuring public health. Wüst (2022) also argues that municipalities have a broad range of duties beyond

service delivery, and the IDP plays a role in fulfilling these responsibilities. On the other hand, Harrison (2006) argues that IDPs are inadequate in addressing the pressing issues faced by South African cities characterized by division and inequality. Furthermore, due to issues such as poor resource management, inadequate monitoring and evaluation of IDP projects and programs, and limited stakeholder participation, including the community, the effectiveness of the IDP in South African municipalities has been questioned (Dlamini & Reddy, 2018; Nwafor, 2019; Mathebula, 2018).

However, Raga et al. (2012) emphasize the significance of the IDP in helping municipalities prioritize the most critical needs of the local community and effectively utilize available resources. The IDP serves as a tool for identifying underserved areas and attracting funding from public institutions and private investors. They also argue that active participation from key stakeholders in the decision-making process enhances democracy. Despite these arguments, there have been complaints regarding the IDP's failure to improve service delivery (Tsheola & Mokgokong, 2012). The general population expresses increasing dissatisfaction with the quality of services, and poor service delivery continues to persist in many local municipalities. This supports Kanyane's (2019) assertion that the IDP has failed to achieve its intended goals, potentially obstructing service delivery and leading to protests in the region (Chauke & Mathebula, 2019).

Maphunye & Mafunisa (2008) conducted a study examining the relationship between the IDP and public participation process in South Africa's new democracy, specifically focusing on the role of public participation in IDP processes. The study identified challenges such as ineffective and limited public participation in the IDP process. Similarly, Asha & Makalela (2020) found various problems with the suitability of the IDP, including inadequate funding, incomplete projects, lack of community involvement, political interference, and capacity limitations. This aligns with Mathebula's (2018) argument that the IDP, constrained by the five-year tenure of MPs, often fails to achieve long-term objectives due to short-term decision-making driven by political ambitions. It suggests that the primary motivation behind the IDP may be political rather than serving the community's original objectives. Mathebula (2018) and Makalela (2020) further contend that the input from the public is not effectively utilized during the IDP process, and consultations with the community are often merely done

to meet the requirements of the Municipal Systems Act (2000). Consequently, communities may be misinformed during public participation, leading to flaws in the IDP process and the failure to create an inclusive society (Connelly, 2010; Aylett, 2011). This literature is consistent with Moletsane (2012), who highlights that while the IDP has been identified as a mechanism to expedite service delivery in South Africa, its effectiveness has been met with mixed responses due to various limitations in its formulation. These studies collectively point to the ineffectiveness of the IDP as a tool, which sets the background for the present study that aims to assess the effectiveness of the IDP using the case of Dr KKDM.

A recent study conducted by Asha & Makalela (2020) focused on the challenges faced by the Lepelle-Nkumphi Municipality in implementing the Integrated Development Plan and delivering services in the Limpopo province of South Africa. The study aimed to investigate the difficulties encountered by the municipality in implementing the IDP and providing services. The researchers used a purposive sampling technique to select participants, and qualitative semi-structured interviews were conducted to collect data. The participants included 15 municipal representatives, the IDP steering committee, ward council members, and committees. The collected data were analyzed using qualitative thematic content analysis. The study revealed that the improvement of service delivery and essential infrastructure is dependent on effective adoption and implementation of the IDP. However, the municipality faced various administrative and management challenges during the implementation process. The study concluded that the inefficient implementation of the IDP has posed significant disruptions to service delivery in the municipality. Key challenges identified in the study included resource constraints, unfinished projects, limited community involvement, political interference, and capacity limitations. Consequently, the municipality's implementation strategy and service delivery have not been fully achieved. Considering the aforementioned difficulties, it is recommended that the municipality prioritize increasing community involvement in the planning and implementation process. Additionally, the municipality should focus on enhancing its organizational capacity to optimize resource utilization and improve implementation and service delivery outcomes.

In their study, Maphunye & Mafunisa (2008) examined the role of public participation in the IDP procedures and explored the relationship between the IDP and the public participation process in South Africa's new democracy. The study found absence of meaningful and effective public participation in the IDP process is a problem with their conclusions in this research. According to Ababio (2004), there is a concern regarding the level of community participation in municipal matters, especially in long-term planning, as many South Africans do not actively engage in government issues. The authors highlighted the existing reality where officials or experts are appointed to create IDPs without ensuring meaningful community involvement in the process. Therefore, lack of community participation is not necessarily due to government laws or requirements but rather stems from a lack of personal motivation or perceived need among individuals.

A study conducted by Murombo (2008) in South Africa focussed on factors other than the institutional and legal framework also influence public involvement, such as the socio-economic standing of the country's population and interest groups. The aforementioned variable and the invited spaces both influence the level of public participation (Murombo, 2008). During tense situations, issues that require public opinion are often directed through bureaucratic channels in order to mitigate potential public reactions. However, the governance of this process, including the various entities involved, does not adhere to legal standards for public engagement (Ababio, 2004). Many communities lack sufficient information to actively participate in the IDP process, leading to limited contributions from their side. Consequently, local government officials may disregard community opinions, which often leads to service protests and demonstrations. This lack of trust in the government, exacerbated by increasing corruption and declining political influence in society, necessitates the exploration of new forms of public engagement, such as process dialogues, to address these challenges.

In a recent study by Maseng (2021), the factors contributing to the ineffectiveness of the Integrated Development Plan in the Mahikeng local municipality were investigated. The study aimed to identify the reasons behind the numerous illegal protests against poor service delivery in the municipality. The study found that while demonstrating against poor service delivery, some residents continue to perish. Therefore, given that it has an impact on the majority of towns nationwide, this is a pressing issue that

requires immediate attention. Since Mahikeng is the provincial capital of North West, enhancing the quality of life there will have an impact both locally and nationally as well as provincial.

2.6.1 Lack of capacity within municipalities

The IDP is recognized as a strategy that promotes an integrated and participatory approach, requiring legal consultations with all relevant sectors and stakeholders who may be affected (Cash & Swatuk, 2010). Stewart (2016) explains IDPs as an advantage for a society where the general public is enabled to engage with the state's institutions critically and participate in immediate decision-making on matters that directly impact them. However, Akinboade, et al. (2013) and Makalela (2016) found that municipalities still struggle to deliver services despite efforts made by the provincial and federal government spheres to strengthen local planning capacity by implementing the IDP process.

Recent literature (Asha & Makalela, 2020; Dlamini & Reddy, 2018; Nwafor, 2019; Mathebula, 2018) has raised concerns about the incapacity of municipalities to effectively enhance service delivery through the implementation of IDPs in local municipalities. Dlamini, & Reddy (2018) discussed although the municipality is required by law to ensure that public engagement processes and mechanisms are used to take into account the needs of the communities, particularly the impoverished and marginalized, when designing its IDP. It appears that community consultations are not properly and substantively carried out in the development of IDPs and have insufficient influence over official policy and service delivery goals. Everatt, Marais & Dube (2010) reaffirm this point, arguing that due to limited capacity by municipalities public input occurs only infrequently during the eight to ten months that the IDP process takes. This literature shows incapacity of the municipality to facilitate public participation in IDP processes. Thus, there is need for national and provincial governments acting decisively to address capacity and skills for the local implementation process in light of the capacity problems local authorities are facing.

2.7 Shortcomings of the IDP

Motingoe (2011) highlighted a limitation of the IDP, stating that instead of being a comprehensive and long-term plan for growth within the municipality's jurisdiction, the IDP lacks sustainability and continuity as pointed out by the Ministerial Advisory Committee. On another hand, Reddy (2018), discussed that during the implementation phase of the IDP, there seems to be a lack of consultation between municipalities and communities. This lack of consultation hampers the proper prioritization of projects and the customization of budgets, resulting in difficulties in delivering services in line with the approved projects outlined in the previous IDP.

According to Maseng (2021), the effectiveness of the IDP is hindered by its association with politicians' five-year terms, which prioritize short-term decision-making driven by political ambitions rather than the original goal of serving the community. This leads to a deviation from the long-term objectives of the IDP. Furthermore, Maseng (2021) argues that community input is not effectively utilized throughout the IDP process, and consultations with communities are often conducted merely to meet the requirements of the Municipal Systems Act (2000). This results in a defective IDP process that fails to achieve its goal of fostering an equitable society. In some cases, communities are misled during public consultation processes, indicating that the methods employed in the formulation of the IDP undermine the purpose of public participation. Consequently, the IDP process and its outcomes fall short of fulfilling the intended purpose of promoting development-oriented planning (Connelly, 2010; Aylett, 2011).

According to Mojapelo (2007), there is a lack of specification regarding the desired level of community participation in the actual development process of the IDP. It seems that partial involvement was prioritized over fully participating. This agrees with Phago (2009) who discussed that many issues have arisen as a result of inadequate stakeholder involvement in the preparation of the IDP, including inadequate local participation and political interference in the IDP's formation. It is crucial that local communities take control of local development

The introduction of council committees, which must serve as a direct conduit between the municipality and communities, it was intended to improve communication strategies between the two groups. However, given the level of expressed dissatisfaction, it is unclear whether this improvement is actually occurring (Mbuyisa,

2013). Despite the explicit provisions for community involvement in the IDP process, there is still a prevalence of protest actions that define the interactions between communities and municipalities, as seen in the case of the Dr. KKDM. The frequent occurrence of protests raises concerns about the connection between the priorities identified by communities in their IDP engagements and the subsequent service delivery, or lack thereof, which they challenge through protests. This raises questions about the effectiveness of the community participation procedure in the IDP processes, where service delivery needs are meant to be addressed through collaborative engagement between the target communities and the municipality. (Booyesen 2007; Alexander 2010 & Von Holdt, & Kirsten, 2011).

2.8 Challenges that hinder public participation in IDP process

Dyum (2020) asserts that there may be challenges that demoralize office holders or practitioners. Both officials and citizens may not understand the modalities of participation, which could cause the consultation's aims to change. The frustrated public often perceives local government as a quick solution to numerous social problems. However, they frequently find themselves subjected to plans imposed by political forces or a select few elites, leading to a sense of opportunism within underdeveloped and disadvantaged communities (Wittes, 2016). This opportunism takes advantage of the vulnerable state of these communities, who are primarily seeking immediate benefits. In such situations, exploitation becomes rampant, with individuals in positions of authority prioritizing their self-interests over the well-being of the communities they serve. In general, government and legislative efforts to engage the public often fall short of widely recognized best practices for participation (Buccus, 2021). This aligns with Hopolang's (2017) explanation that the challenges faced by South Africa in implementing its public policies are rooted in systematic problems related to the lack of consultation and participation in policy choices across all levels of government (national, provincial, and local). This observation supports the aforementioned argument.

2.8.1 Time constraints

A study conducted by Brynard et al. (2019), public participation in decision-making processes poses challenges as it requires significant time and effort to satisfy all parties involved, including key stakeholders, politicians, and the general public. Doyle's (2017) study on citizen engagement in the IDP process identified a lack of time as one of the main barriers to effectively involving citizens. Waterhouse (2019) further emphasized that the geographical aspect and timing present significant challenges in establishing efficient public participation. The location of local government offices, vast rural areas in the country, and associated costs and travel time often limit people's ability to physically engage with local government. Thus, review of literature has indicated that municipalities are having challenge of time constraints with regards to facilitating IDP processes (Maake, 2016).

The limited time in which the IDP out to be developed and length of the development process also limits effective participation. As Reddy & Dlamini (2018) point out, the IDP development process entails a number of steps because municipalities are required to conduct a situational study of the current setting in their area of jurisdiction as the first step of the IDP implementation process. Mathebula (2018) discussed that the process of public participation is time consuming which include, establishment of a shared vision and objectives for the short-, mid-, and long-term among various stakeholders is emphasized in the second step of the implementation process. The selection and approval of the IDP projects and the evaluation of whether the IDP complies with the requirements of the legal framework is the final step in the implementation of the IDP process. This long process has been a challenge in the participation of public because time resource seems to a limited in the formulation of IDP framework.

2.8.2 Inadequate funds to facilitate public participation

Doyle (2017) discovered that a significant challenge related to the lack of funding, resources, and capacity is that only those with sufficient financial means, resources, and capacity are able to participate in public engagement forums. Adequate funding is crucial for facilitating effective public engagement and promoting dialogue among the various societal elites about the lives of all citizens. However, this dialogue often

neglects the most critical individuals in South Africa—the ones living in poverty and deprivation. This corresponds with Hopolang's (2017) assertion that local government institutions face resource limitations when attempting to ensure the participation of underrepresented groups in legislative processes. This shows that the municipality lacks the resources to meet the severe needs of the communities, which is primarily due to the communities' failure to pay for certain municipal services (revenue collection), such as garbage collection, property taxes, and water.

Valeta & Walton (2008) argued that a municipality's inadequate allocation of funds to a range of development projects and programs under an IDP has an adverse impact on how successfully it plans. This means that municipality's ability to effectively design and implement the IDP to carry out its responsibilities depends in large part on its capacity to allocate public resources in a way that promotes development and sustainability (Phago, 2009). The literature shows that the municipality encountered financial challenges during the processes of IDP.

2.8.3 Poor communication and lack of information flow about IDP

Friedberg et al. (2018) emphasized the significance of communication as the lifeblood of accountability and a crucial factor in facilitating public participation. Effective communication plays a vital role in enabling transparent and informed engagement between municipalities and the public. Ogentaal (2007) similarly argued that the lack of effective communication is a primary reason why many municipalities struggle to operate effectively. This means that poor communication has been due to language used in public meetings presents another difficulty considering the diversity of official languages spoken during public address. This makes the difficulty in communicating opinions, this reality raises questions concerning how communication is handled in meetings. This obstacle makes it difficult to reach consensus during meetings and could endanger business. Dyum (2020) recently found that most community members may decide not to attend similar public meetings in the future if they are unhappy with the proceedings or they may interrupt the meeting by claiming that the officials are staging it and already know what they want. Buccus (2021) supports this literature by highlighting that in the majority of government bills, departmental reports, and draft policies, which form the basis of many participation processes, the information is

predominantly available in English. There is a limited availability of these documents in local languages, and they are rarely accompanied by "plain language" explanations that simplify the often complex legal and technical content.

Sachikonye (2018) highlights that language barriers are often cited as a significant obstacle to public participation, particularly in the context of Zimbabwe. This obstacle hinders individuals from actively participating in meetings and discussions due to a lack of understanding of the language used. Additionally, Mandiyanike et al. (2017) note that the majority of people only engage in local government decisions that directly affect them, such as when there are increases in rates and taxes. Moreover, the limited number of individuals who choose to participate, regardless of direct impact, often fail to represent the broader public because citizen participation tends to be dominated by a select few local and elite individuals (Mandiyanike et al., 2017). This is consistent with Mmamodikwe (2022) who found that problems with transportation to meeting locations, lack of professionals to translate papers for the communities (i.e., language translation), particularly in rural regions, are some of the key causes of decreased public participation. Mbuyisa (2013) also confirmed the prevalence of poor communication flow from the authorities, arguing that, information-sharing instruments such as newsletters, yearly general meetings, information hubs or support centres, and strategic partnerships with various community stakeholders seem to be given more importance by municipalities.

2.8.4 Tension between stakeholders

Dyum (2020) argued that when public meetings for IDP process are called, there are tension as the struggle for power will loom large because there are frequently conflicts in the community between lobby organizations. As a result, their security can never be guaranteed, endangering all citizens, but notably the elderly. Therefore, regardless of the significance of a meeting, community members may decide not to attend any meetings. As a result, unresolved community conflicts are likely to postpone public consultation meetings intended to incorporate public opinions into the IDP document. According to Tsatsire et al. (2010), effective intergovernmental interactions are essential to the effectiveness of local governments' implementation of the IDPs. According to anecdotal evidence, municipalities must first position themselves to

achieve complete integration and coordination of sector-specific plans in the IDPs before beginning to implement IDPs (Beyers, 2015). However, according to Mojapelo (2007), sector plans are typically created as autonomous, stand-alone plans, which leads to fragmented initiatives and programs that do not entirely advance the municipality's vision. As a result of individuals in many poor neighbourhoods feeling discouraged by the one-sidedness of IDP processes (Kersting, 2013). Myers (2017) argued that IDP process is strongly influenced by partisanship and political influence. Politicians frequently alter the procedures that are required by law to avoid upsetting the crowd (Myers, 2017). Available literature shows that South Africa has seen a pushback against 'protocol' involvement politics in developmental channels that is quickly expanding. Furthermore, Mlambo and Kapingura (2019) discovered that a significant portion of the public lacks awareness and knowledge regarding the overall function and purpose of the IDP, as well as the organizational structure and operational procedures associated with it. Additionally, there is a lack of understanding about the framework for public engagement in the IDP process.

Mlambo and Kapingura (2019), discussed that the success and effectiveness of the Integrated Development Plan as a government instrument are closely tied to its ability to garner support and acceptance from stakeholders. The capacity of the IDP to fulfill its mandate is particularly crucial in the politically charged environment in which this oversight function is carried out. The independence of local governments to respond to public input are severely impacted by political environment, especially when those inputs conflict with the prevailing political perspective on a given subject. This observation aligns with the findings of Matsilele (2020), who recognized that politicians often find themselves caught in conflicts between elected political authorities and administrative authorities within the legislature. As a result, it becomes challenging for individuals to engage effectively in public participation processes. Additionally, Those (2017) emphasized that individuals who are seen as supporting the government's viewpoint on a particular issue are targeted with information and sometimes provided with financial or practical support to participate. This practice has raised concerns among citizens regarding the fairness and impartiality of the engagement process. The effect is that services are supplied where they are not supposed to be, which delays their delivery. Beyers (2016) discussed that in order to address the aforementioned planning and implementation issues, municipalities must review and

genuinely produce credible IDPs that take into account the real concerns of the people while keeping clear distance from various office holders of the municipality. A thorough review of recent literature indicates that political interfering and tension becomes the problems that the municipality struggled with during the process of IDP.

2.9 Chapter summary

The reviewed literature demonstrates that the IDP serves as a legislative framework that enables the establishment of democratic and accountable local governance. The Municipal Structures Act 117 of 1998, as amended, and the Municipal Systems Act 32 of 2000, provide strong support for this transition. These acts play a crucial role in shaping the implementation of the IDP and facilitating the development of transparent and participatory local administration. These Acts emphasize community involvement while defining the rights and obligations of regional municipalities. The South African legislature emphasize the importance of including residents in the planning of events in the municipality they live in, particularly when it comes to service delivery and performance management. This chapter has provided a comprehensive review of relevant literature from both global and local sources regarding public participation. Through the examination of multiple perspectives from various authors concerning citizen involvement in the delivery of local government services, it becomes evident that citizen engagement is crucial. It serves as a means to uphold the principles of democracy, ensuring that the voices and interests of the public are taken into account in decision-making processes and the delivery of services. The chapter reviews both the theoretical and empirical literature. The chapter summarise what has already been discussed in ones' field, both to demonstrate limitations of the IDP. The chapter also highlight knowledge gaps, problems or shortcomings in existing research to show the original contribution present research. The definition of IDP was reviewed, South African legislative frameworks that underpin IDP, importance of public participation in IDP process and the literature will also review suitability of Integrated Development Plan in fostering service delivery. The research methodology is presented in the following chapter.

Chapter 3: Theoretical Framework and Research Methodology

3.1 Introduction

The purpose of this chapter is to explicate the chosen theoretical framework for this study and also detail the research methodology adopted for this study. In terms of the theoretical framework discussion, this is a key component as it indicates the theoretical framework which the study utilises to guide its data collection and ultimately of analyse the data collected. The applicability of the chosen theoretical framework to this study is also discussed in detail in this chapter. As such, the justification of why this particular theoretical framework was adopted for this study and the implications of using this theory to position the study to be responsive to the research question and the subsequent research sub-questions are explicated.

The chapter also details the research methodology used in this study. Along with the research methodology, this chapter also discusses the research approach. Furthermore, this chapter presents the research design, target population, sampling frame and techniques, and sample size. The data collection instruments, data analysis techniques, trustworthiness of the study, the limitations of the study and ethical considerations are also deliberated upon in this chapter.

3.2 Theoretical framework

A theoretical framework is a structure for understanding, organizing, and interpreting a research problem or phenomenon (Yin, 2018). It consists of established theories, concepts, and principles that serve as the foundation for the study.

3.2.1 People Centred Development theory

This study aligns with the People-Centered Development Theory, as proposed by Korten (1984), which aims to elucidate the participation and engagement of all stakeholders involved. The theory emphasizes the importance of fostering local

communities' autonomy, promoting social justice, and facilitating their participation in decision-making processes related to development. Additionally, it emphasizes the need to identify roles, responsibilities, accountability, and procedures among community members (Dinbabo, 2014). The People-Centered Development Theory recognizes that sustainable social and economic growth cannot be achieved without active community participation. It is concerned with overseeing the management of local resources, the implementation of plans, mediation whenever there are contentious ideologies surrounding the provision of services, the planning of infrastructure, the development routes, and ensures that the public-state relationship is efficiently adjusted to ensure mutual benefit (Adeniyi & Dinbabo, 2016; Fakir, 2007).

Given that this study focuses on the limitation of a mechanism intended to facilitate developmentally-oriented planning i.e., the IDP, that is anchored in legislation (the Municipal Systems Act of 2000) that makes it a legal requirement for its development to include the input of manifold stakeholders, the chosen theoretical framework becomes applicable. The theoretical framework is applicable because the policy expectation is for local government to be developmental in its posture and ensure the provision of services to ultimately achieve socioeconomic development of communities – service provision that must rectify the historical imbalances and inequalities. As such, through this theoretical framework, deficiencies in the current processes can be assessed based on the assumptions of this theory.

3.2.2 Assumptions of the theory

People Centred Development (PCD) theory is based on several key assumptions that shape its approach to development. The following are some of the major assumptions commonly associated with the theory;

- PCD assumes that individuals and communities have the capacity and right to actively participate in and shape their own development. It emphasizes the empowerment of people to make decisions, exercise their voice, and take collective action to improve their well-being.
- PCD recognizes the significance of socio-cultural contexts in shaping development processes. It acknowledges that development is not a one-size-

fits-all approach and that cultural values, traditions, and local knowledge should be respected and integrated into development interventions.

- PCD emphasizes the importance of holistic well-being beyond economic indicators. It recognizes that development should encompass social, cultural, political, and environmental dimensions, aiming for improvements in the quality of life, social justice, and sustainable practices.
- PCD assumes that participatory processes and inclusive decision-making are essential for sustainable development. It emphasizes the involvement of diverse stakeholders, including marginalized groups, in shaping development agendas, policies, and implementation.
- PCD assumes that development efforts should prioritize equity, social justice, and the reduction of inequalities. It seeks to address power imbalances, discrimination, and exclusion to ensure that the benefits of development are shared equitably among all members of society.
- PCD recognizes the value of local knowledge and expertise in understanding development challenges and designing appropriate solutions. It assumes that local communities possess valuable insights and should be actively involved in problem-solving and decision-making processes.

3.2.3 Relevance of the theory to the study

The PCD theory is relevant and can offer insightful information regarding the study's research problem. The problem is primarily anchored the insufficient perspectives of local government administrators regarding the deficiencies in the IDP development process. These deficiencies include, as discussed at length in Chapter 2, lack of substantive public participation, lack of resources allocated to the development process and the implementation of the IDP, the challenges in information flows and lacklustre communication. For instance, the PCD emphasizes the importance of empowering individuals and communities by involving them in decision-making processes. However, if the IDP process undercut the cruciality of meaningful public participation, the earmarked objective of achieving people-oriented development can be stunted. Exploring the extent to which the IDP allows for genuine community involvement can shed light on the limitations of the plan. All stakeholders' participation and involvement are meant to be defined and explained by the People Centred

Development theory. Using the people-centred development method, the roles, responsibilities, functions, accountability, and processes for making choices of the community participants are identified.

Also, the PCD recognizes that local knowledge and context are essential for effective development. If the IDP neglects to incorporate local perspectives, needs, and aspirations, it may not accurately reflect the priorities of the community. Assessing whether the IDP adequately considers the unique characteristics and challenges of Dr Kenneth Kaunda District Municipality can help identify limitations in its implementation. The PCD supports a bottom-up approach to development, which involves active community participation and decision-making. If the IDP primarily adopts a top-down approach, with limited opportunities for community input, it may hinder the realization of PCD. Thus, examining the degree of community influence and agency in shaping the IDP can reveal limitations in its formulation and application.

3.3 Research approach

The study employed a qualitative research approach, which aligns with the work of Khan and Raeside (2014). Qualitative methodology involves a non-numerical approach that emphasizes language and descriptions over quantitative data. Additionally, as highlighted by De Vos et al. (2011), qualitative research methods are utilized to gather data from carefully selected small samples, utilizing non-statistical techniques. The aim of qualitative research, as mentioned by Nambira (2017), is to interpret, characterize, or translate a specific phenomenon in order to create a more comprehensive and meaningful understanding. In this study, the objective was to capture participants' thoughts and opinions regarding the limitations of using the IDP as a tool for facilitating service delivery in the Dr Kenneth Kaunda District Municipality. Thus, the choice of a qualitative approach was appropriate for this purpose.

One of the advantages of qualitative inquiry is its ability to incorporate diverse personal perspectives and necessitate analysis and reflection on the research topic. This approach helps identify the factors influencing human behavior or the underlying causes of social issues. Qualitative research often centres on capturing the views and perspectives of individuals or groups who are directly experiencing social or human challenges (Bell, 2013). The primary objective of qualitative research is to uncover the

most accurate interpretation and symbolic meaning of data collected through methods such as oral interviews, written texts, models, and visual imagery (Mthethwa, 2017). For the aforementioned reasons, the study used a qualitative research approach because it was conducted in natural surroundings. This approach is deemed appropriate as already mentioned that the objective of the study is to find out more about the shortcomings of a tool Dr KKDM.

3.4 Research design

Creswell (2009) defines research designs as strategies employed for conducting studies, encompassing various aspects such as hypotheses, data collection techniques, and the overall organization of the research project. The research design encompasses the entire process, from defining the research topic to summarizing and disseminating the results (Kothari, 2017). In this study, the chosen case for investigation is the Dr Kenneth Kaunda District Municipality, indicating the adoption of a single case study approach. The objective of this research is to examine the limitations of the IDP as a mechanism for facilitating service delivery specifically within the Dr Kenneth Kaunda District Municipality. The suitability of this approach is supported by Emmel (2013), who describes a case study as an investigation focused on a specific social phenomenon. Additionally, Mutanana and Bukalia (2015) explain that a case study entails an in-depth examination of a single individual, a social group, or a small subset of society to gain a deeper understanding. Furthermore, Saunders et al. (2016) assert that the case study approach is well-suited for exploring the social, political, economic, and cultural factors that influence public participation and decision-making processes within a specific municipality. Therefore, adopting a case study design is well-suited to achieve the research objective of enhancing the understanding of the IDP's limitations in facilitating service delivery in the chosen case study.

The case study research design was instrumental in conducting a comprehensive and detailed examination of a specific phenomenon within its real-life context, namely the Dr Kenneth Kaunda District Municipality in this study. By adopting a single case approach, the researcher was able to develop a deeper understanding of the unique aspects, dynamics, and complexities surrounding the IDP and its limitations within this particular context. The case study design focused on the specific event under

investigation, serving as the unit of analysis and guiding the inquiry to filter out extraneous data during the data collection phase. This approach ensured that only reliable, relevant, and usable data was retained for the study (Gall et al., 2017). The adoption of the case study approach in this research facilitated an examination of the contextual factors that influence the limitations of the IDP, providing valuable insights into its functioning within the Dr Kenneth Kaunda District Municipality.

3.5 Data collection instruments

Annum (2015) defines research instruments as apparatus designed and utilized by researchers to gather data in research. Two main tools were employed by this study. These are document analysis and interviews. Semi-structured interviews were carried out with study participants in order to gather primary data.

3.5.1 Document analysis

This study employs the document analysis to collect data. Secondary data was collected from various relevant sources. These include published theses, journals articles, local government reports, books, electronic and online resources, IDP reports, government circulars, and municipal reports. Document analysis was employed with the understanding that it assists in anchoring the research in theory and also provides a clearer picture of methods to utilise. This point is succinctly captured by Markscheffel (2011) as he postulates that the topic under investigation gains theoretical and methodological thrust from the critical document examination. The original data from the semi-structured interviews were supplemented in this study by the document analysis. This was done to any biases and balance out any shortcomings that could result from utilizing a single data gathering instrument.

3.5.2 Semi-structured interviews

To facilitate open and candid sharing of opinions, the study utilized semi-structured interviews as the primary data collection method. This data collection instrument was chosen to provide key informants with the opportunity to express their views in a manner that might not be possible in a group setting. Conducting the interviews in

familiar and natural settings, such as offices or public places, helped create a comfortable environment for participants. The researcher conducted the interviews using a semi-structured interview guide, which allowed for flexibility while ensuring that crucial information was obtained. The participants included senior government officials, sector representatives at Dr KKDM, and IDP managers from both the district and local municipality, who were considered to possess extensive knowledge about the IDP process. Through these interviews, the researcher was able to explore various areas of inquiry and capture any shifts or changes in participants' perspectives (Cohen & Crabtree, 2016). Interviews allowed the researcher to get further data from the study respondents through an investigation to completely get and appreciate the thoughts and feelings of the experts of the IDP process, the researcher conducted semi-structured interviews.

Due to face-to-face contacts, participants feel more comfortable expressing themselves and providing more information about different answers when the researcher presses them on specific issues, therefore the inquiry can be altered. Bailey (2017) argues that this style of interviewing is characterized by truthfulness, moral purity, and reliability. By treating participants as equals and providing a platform for the expression of their own feelings and perspectives, this approach fosters an environment conducive to open and honest communication. Compared to traditional interview techniques, this method is believed to yield a more accurate and comprehensive picture of the research topic.

3.6 Target population

Population is defined by Bryman (2017) as the whole or summative of the individuals or items included in a sampling investigation. Population in this study refers to the total number of individuals who are eligible to participate in the study. This indicates that a study population is essential for this investigation because the researcher was unable to examine every member of the Dr Kenneth Kaunda District Municipality. As a result, the study's population consists of ten key participants who are employees and representatives of local government. This would include individuals responsible for developing and implementing the IDP within the Dr Kenneth Kaunda District

Municipality. Targeting these officials could provide insights into their understanding, experiences, and perceptions of public participation and the limitations of the IDP.

3.7 Sampling frame

A sampling frame is a list, database, or representation of the target population from which a sample is drawn for research (Creswell, & Creswell, 2017). It serves as a reference or source for selecting participants or entities that are eligible to be included in the study. The sampling frame defines the boundaries of the population under study and helps ensure that the sample is representative and includes all potential participants. For this study, the sampling frame included a list of registered residents within Dr Kenneth Kaunda District Municipality could serve as the sampling frame. This list could be obtained from the municipality's records or relevant government departments. A list of officials and staff members responsible for the development and implementation of the IDP within Dr Kenneth Kaunda District.

3.8 Sampling technique

Sampling is the process of choosing a group of people for research so that they are representative of the wider group from which they were picked and also belong to the population from which they were selected (Saunders et al., 2016). There are two different kinds of sampling procedures: probability and non-probability techniques. According to Sharma (2017), these sampling strategies are suitable for both qualitative and quantitative research. This suggests that the research must select the appropriate approach. Participants who are informed about the core subject of the study are chosen by qualitative researchers (Emerson, 2015; Yin, 2016). Given this study employed a qualitative methodology, 10 participants from the municipality under study were selected as key informants using the judgmental/purposive sampling technique. The researcher selected a sample of important informants who were regarded as experts and thought to be knowledgeable about the subject under investigation, which served as justification for the non-probability of judgmental sampling or purposive sampling techniques (Cresswell, 2014). According to Leedy & Ormrod (2005), in order

to obtain the most pertinent data and have a beneficial impact on the research, researchers must carefully choose research participants.

3.9 Sample size

Sample size refers to the number of individuals, objects, or units selected from a larger population to be included in a research study (Creswell, & Creswell, 2017). It represents the subset of the population that is chosen to represent the whole population and provide insights or draw conclusions about it. Ten senior members, including managers and participants in the IDP process at the Dr Kenneth Kaunda District Municipality, made up the sample size for this study. Since they participate in the IDP process, have access to it, and participate in decision-making, the sample was made up of Dr KKDM officials. The researcher employed the purposive sampling technique to select key and relevant informants who possessed knowledge and expertise related to the subject of the study. This sampling approach involves deliberately handpicking individuals who are deemed to have the necessary insights and understanding to contribute valuable information to the research. The study consisted of five participants who held director/manager positions, two participants held political positions, and three participants held other positions, these could include senior officials at Dr KKDM involved in the process of IDP as shown in the table below;

Table 3.1 Positions of the officials interviewed

Positions held	Number
Director/Manager	5
Politicians	2
Others	3
Total	10

3.10 Validity and Reliability

Validity demonstrates the reliability and accuracy of the collected data. Payne and Payne (2015) defines reliability as the property of a social phenomenon measuring

instrument that yields consistent measurement when the phenomenon is stable, independent of the user, as long as the underlying assumptions are true. Before the study's respondents received their questionnaires, a pilot study was conducted at the municipality with two supervisors who were not part of the actual study. Pre-testing is crucial and was done to identify mistakes and defects in the questionnaires, which helped the researcher make improvements. The supervisor and co-workers were briefed by the researcher on the interview guide. The semi-structured interview guide was distributed to the real participants after it was revised and changed in response to feedback. This made it possible to find and fix the weak points in the instrument before the data gathering tool was distributed. Through an assessment of pertinent current literature, the researcher was able to develop an interview sequence, instructions, and turnaround time to ensure measurement validity and uniformity.

3.11 Data analysis

Data analysis involves a number of closely related operations which are performed with the purpose of summarizing the collected data and organizing them in such a manner that they answer the research questions (Kothari, 2017). For this qualitative study, Thematic Content Analysis (TCA) was used for data processing and analysis. This was done through inspection, themes identification, and transcription of data in order to select relevant data for review (Gibson & Brown, 2009). Data from individual interviews was content analysed by reading the transcripts repeatedly, in order to gain greater understanding of the common themes that are emerging. Data must be gathered, modelled, and transformed as part of the process, with the goal of highlighting pertinent information, assisting with decision-making. Thematic analysis, as defined by Braun and Clarke (2006), is a method used to identify, analyse, and characterize patterns or themes within data. In this study, recurrent themes were identified by carefully analyzing the transcripts. The data was then coded and organized into major topics that were deemed relevant to each specific study objective. This process allowed for a systematic exploration and interpretation of the data, enabling the researcher to gain a deeper understanding of the key themes and patterns present in the dataset.

3.12 Limitations of the study

Since this is a case study, the findings might not accurately reflect the situation in the nation as a whole. As such, extrapolating its findings is not recommended. Due to the sensitive nature of the subject, the researcher can encounter difficulties obtaining the required data. Because of the nature of the survey, participants may decline to divulge relevant facts or information when prompted (invading firm confidentiality). The limited sample size (10 participants) was also limitation as few viewpoints may be difficult to generalise. However, the limited sample size was augmented by the document analysis because the study used both interviews and document analysis as data collection methods. An additional limitation was that a few participants believed the research had political motivations. Alternatively, permission from the appropriate authorities was requested in addition to properly informed participant agreement in order to get beyond these restrictions.

3.13 Ethical considerations

Ethical issues provide a set of moral guidelines that researchers might use while conducting moral investigations (Mugenda & Mugenda, 2003). Before, during, and after data collection, research ethics were taken into account and adhered to at all times. First consultations are conducted by the researcher in order to secure consent from the Dr Kenneth Kaunda District Municipality authorities for the investigation and, if a participant is interested to participate, to receive their assent prior to the study's real conduct. The consent of the interviewees was sought before the study's interviews began. Before the start of the interviews for this study, the participants' consent was obtained. The participants were informed of the goals and advantages of the study and given the choice to withdraw from it at any time if they changed their minds. Participants' rights were upheld during the research procedure, as was the requirement for anonymity and confidentiality. This indicates that the identity of the interview subjects was masked by using pseudonyms rather than mentioning any individual by name or by any other method of identification.

3.14 Chapter summary

This chapter outlined the selected research methodology and chosen by the researcher in order to carry out this study on limitations of the Integrated Development Plan as a public participation tool in decision making at Dr Kenneth Kaunda District Municipality. The research methodology is presented in chapter three highlighting how information was gathered for this case study. Chapter three discusses the research design and the methodology and how the study was carried out. The chapter presents the research, the research design, study setting, target population, sampling frame, and sample size, sampling techniques. The chapter also covers, data collection instruments, data analysis and trustworthiness. The limitations of the study, data analysis and ethical consideration. The theoretical framework in which the study was founded was explained in this chapter. The proponents of the theory, its major assumptions/concepts are used in the research. The following chapter focuses on data presentation, and analysis of the study findings using direct quotations from participants.

CHAPTER 4: Results, Analysis and Discussion

4.1 Introduction

This chapter focus on the presentation of primary data collected through in-depth interviews with key informants and secondary data from document analysis. This chapter presents the results and provides an analysis and discussion of the results. Since the research used a qualitative, thematic analysis was employed in this study to analyse qualitative data. The results are interpreted and presented to answer the research questions. This chapter will identify and analyse this study. The data obtainable and analysed in this chapter was collected through semi-structured interviews administered to purposively-sampled participants. The participants' demographic profiles and verbatims are used to visualize the participant responses, and codes and themes are used to analyse them.

4.2 Response rate

The interview timetable was designed to make sure the questions were written properly. Ten participant semi-structured interviews (n = 10) were performed in order to gather rich data and full explanations of the study's constructs.

4.2.1 Profile of participants' positions

The found that among participants there were directors/managers, politicians and other who hold other senior positions in the municipality. The findings are presented on the figure 4.1 below;

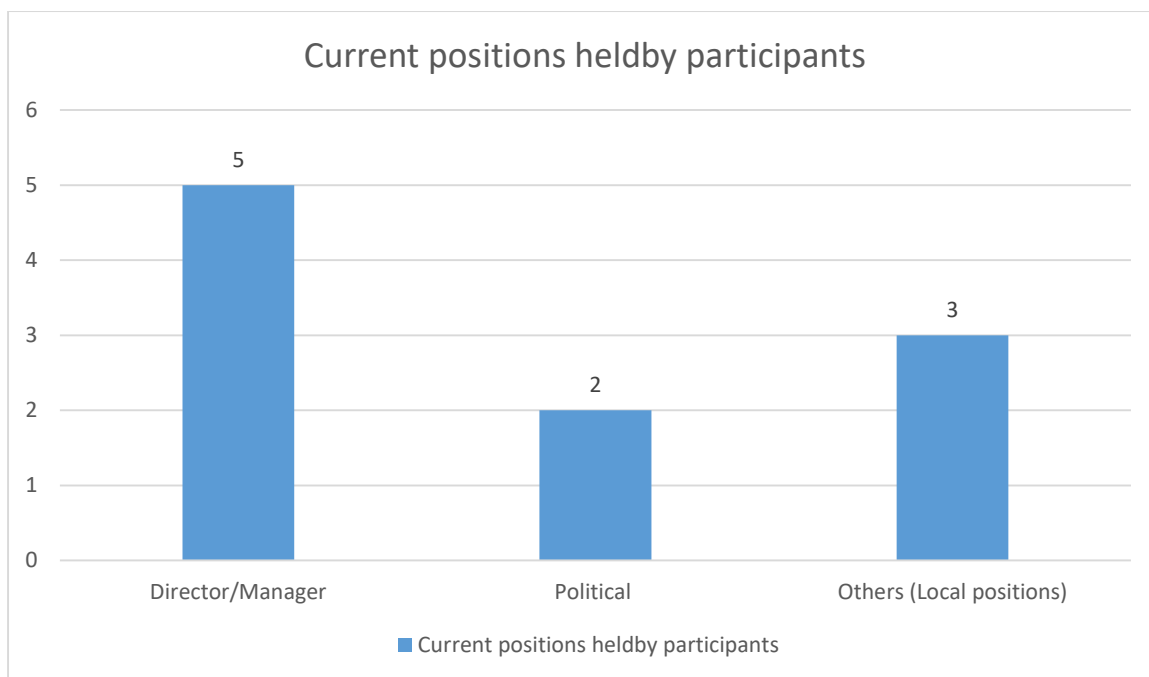


Figure 4.1 Current positions/roles of participants

The results regarding the profile of participants' positions in the study of the Integrated Development Plan in Dr Kenneth Kaunda District Municipality are as follows, five participants held director/manager positions, two participants held political positions, and three participants held positions such as church leaders or ordinary citizens. These results indicate a diverse mix of roles and responsibilities among the participants. The implications of these results are that the study benefits from a range of perspectives and expertise. Participants in director/manager positions bring operational and managerial insights, while those in political positions provide political context and decision-making considerations. The inclusion of participants from other positions ensures a broader representation of stakeholders, potentially including community representatives or individuals from non-governmental organizations. This diverse profile of participants from different departments and functions, age and experience levels. This allows for comprehensive discussions and decision-making processes that consider both administrative and governance aspects of the IDP, as well as the perspectives and interests of various stakeholders.

4.3 Demographic characteristics of participants

This section accumulated biographical information of the participants, including, gender, age range of participants, years of experience in the sector current position and highest qualification.

4.3.1 Gender of participants

This section also presents the gender distribution of participants who participated in the study. The results are presented in the figure 4.2 below;

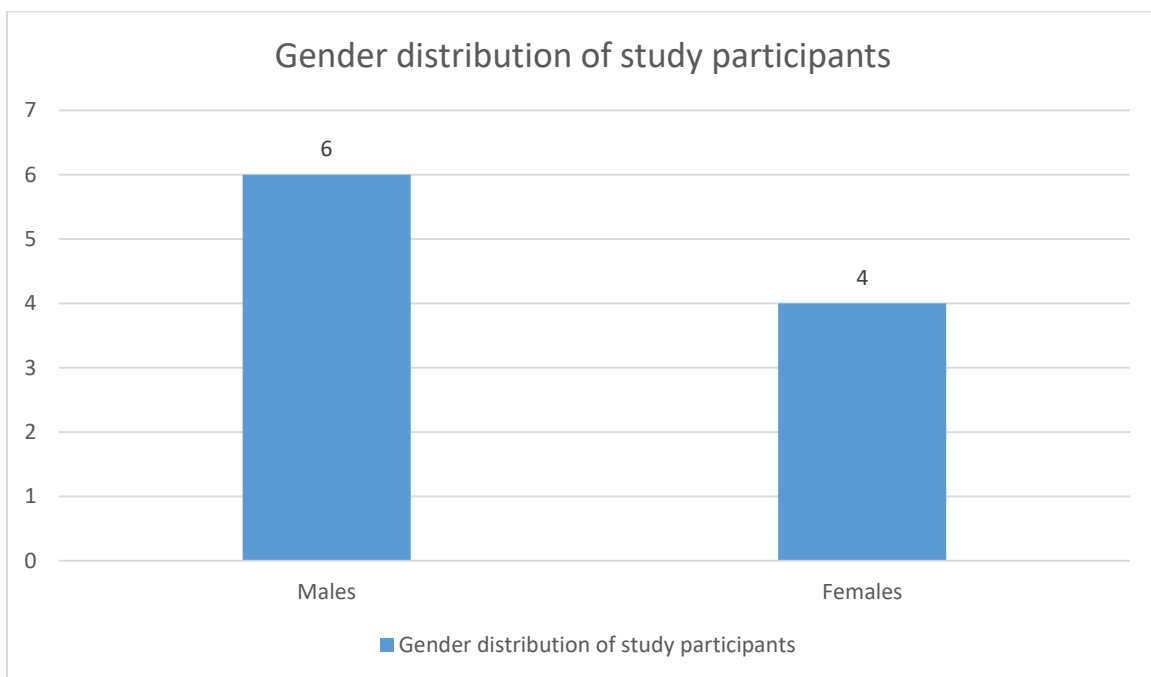


Figure 4.2 Gender distribution of participants

The results provided indicate that out of the total number of participants in the Integrated Development Plan process in Dr Kenneth Kaunda District Municipality, there were 6 males and 4 females. The number of males was greater to that of women. Women may have unique needs and concerns that should be adequately addressed in the IDP. The lessened female representation could result in the neglect of important issues that specifically affect women within the district. The results highlight the need for targeted efforts to increase female participation in the IDP process.

4.3.2 Age range

The study also sought to understand the age range of participants who participated in the study. The results are presented in figure 4.3 below:

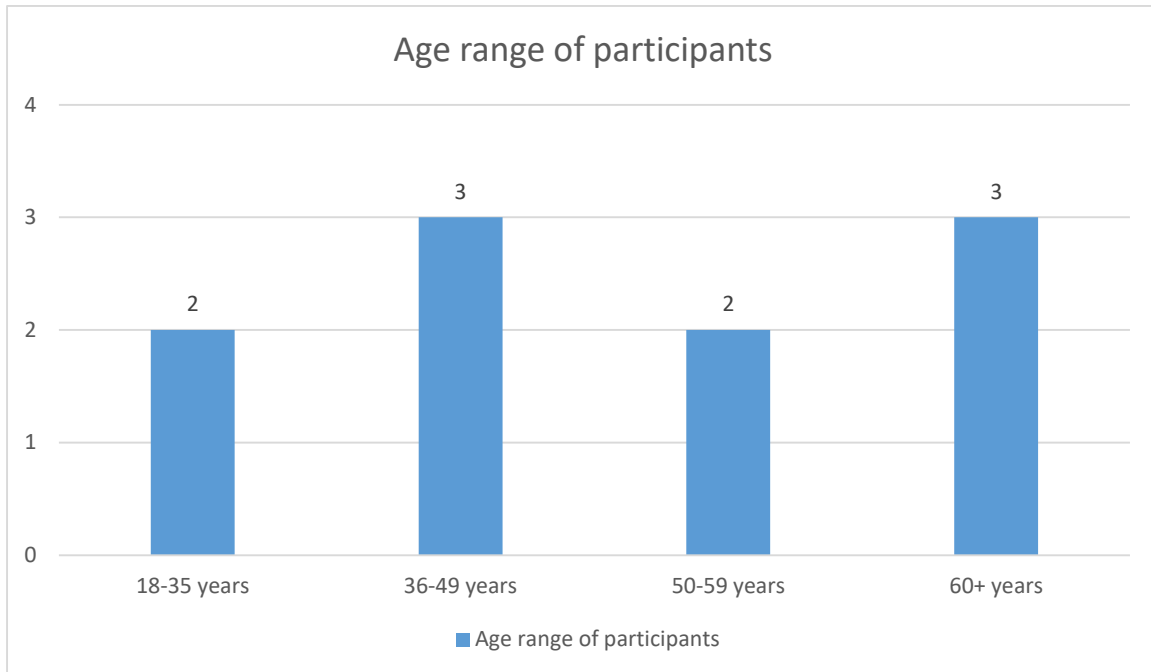


Figure 4.3 Age distribution of study participants

The findings pertaining to the age range of the participants involved in the study focused on the IDP in the Dr Kenneth Kaunda District Municipality are presented as follows: two participants were aged between 18-35, three participants were aged between 36-49, two participants were aged between 50-59, and three participants were aged 60 or older. These results demonstrate a varied age distribution among the participants, representing different generations and life experiences. The implications of these results are that the study benefits from intergenerational perspectives, as participants from different age groups bring diverse viewpoints, knowledge, and priorities to the discussions. Younger participants may offer fresh ideas, technological expertise, and a focus on future-oriented goals, while older participants may provide historical context, institutional knowledge, and insights based on their lived experiences. This age diversity can foster a holistic and inclusive decision-making process, ensuring that the IDP considers the needs and aspirations of all age groups within the district.

4.3.3 Experience with the organisations

The study also sought to understand the experience of participants. The results are presented in figure 4.4.

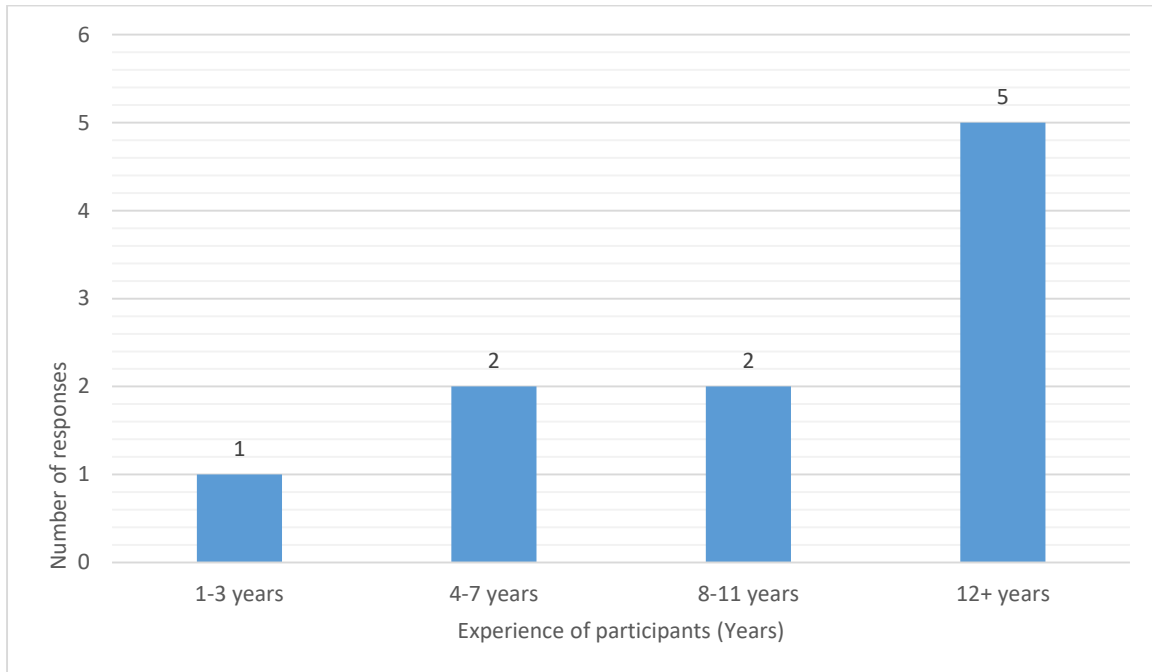


Figure 4.4 Experience of participants

The results regarding the participants' experience with the organizations involved in the study of the IDP in Dr Kenneth Kaunda District Municipality are as follows: one participant had 1-3 years of experience, two participants had 4-7 years of experience, two participants had 8-11 years of experience, and five participants had 12 or more years of experience. These results indicate a range of experience levels among the participants, with a majority having 12 or more years of experience. The implications of these results are that the study benefits from a diverse mix of participants with varying levels of experience, which can contribute to a well-rounded understanding of the IDP. Participants with longer tenures may bring extensive knowledge and expertise gained through years of involvement in the organizations, while those with fewer years of experience may offer fresh perspectives and insights. This combination of experience levels can facilitate comprehensive discussions and decision-making processes that take into account both historical context and innovative ideas.

4.3.4 Participants' professional qualifications

The study also sought to understand professional qualifications of participants. The results from the study on professional qualifications of participants are presented in figure 4.5 below

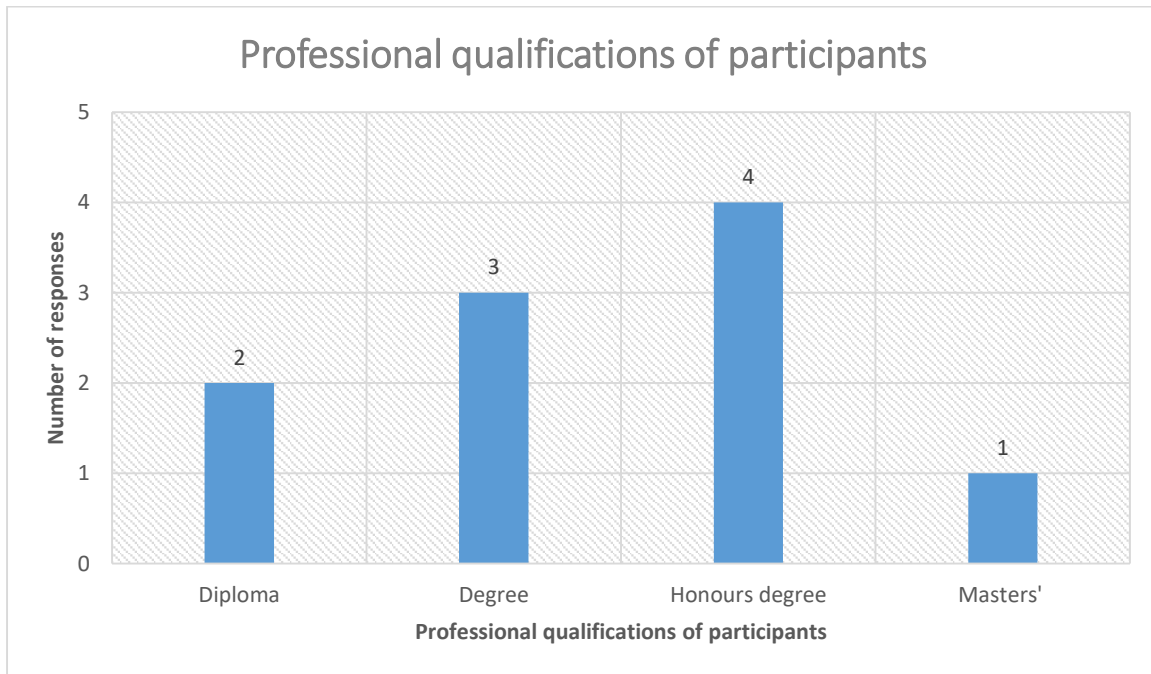


Figure 4.5 Professional qualifications of participants

The results reveal a diverse range of professional qualifications among the participants involved in the study on the IDP in the Dr Kenneth Kaunda District Municipality, including diplomas, degrees, honours degrees, and a Master's degree. This diversity in educational backgrounds suggests a rich pool of knowledge and expertise among the participants, which can contribute to a comprehensive understanding of the IDP and its implementation. The presence of individuals with higher-level qualifications (postgraduate degrees), such as honours degrees and Master's degree, indicates the potential for specialized knowledge and deeper insights into specific aspects of the IDP. However, it is important to also consider the practical experience and interdisciplinary perspectives to ensure a well-rounded approach to decision-making and effective implementation of the IDP.

4.4 Participants understanding of Integrated Development Planning.

The researcher asked Participants their understanding of Integrated Development Planning. The following were their responses, verbatim;

“...Integrated development planning is a process required and undertaken in terms of requirements of the municipal system act no.32.2000 (chapter 5) to develop n IDP (the product) to guide development for a municipality over a 5year period of the council.” (Participant 3)

“...is a process by which the municipality prepare a 5year strategic development plan which guides all planning, investment, development and implementations decisions and coordinates program and plans across sectors and spheres of government. (Participant 2)

“...it’s a process where the municipality identifies the needs of its community then develops a plan to address those needs over short, medium and long terms. The municipality will channel its finances and other resources to implement the plan and reach targets they have been set.” (Participant 5)

“...it is a plan that serves to integrate planning in the municipality inclusive of citizens’ inputs and other stakeholders with the intention to address service delivery in a seamless way.” (Participant 8)

The responses from the participants provide a comprehensive understanding of integrated development planning IDP. According to Participant 3, IDP is a mandated process under the Municipal System Act, which involves developing a plan IDP to guide a municipality's development over a five-year period. Participant 2 emphasizes that IDP is a strategic development plan that coordinates planning, investment, and implementation decisions across different sectors and levels of government. Participant 5 highlights the importance of identifying community needs and developing a plan to address them over short, medium, and long terms, with the allocation of financial and other resources. Lastly, Participant 8 emphasizes the integration of planning with citizen inputs and other stakeholders to enhance service delivery. These responses collectively indicate that IDP is a participatory and coordinated approach to

municipal development, aiming to address community needs, align resources, and enhance service delivery. The implications of these findings suggest that effective IDP processes should involve collaboration, citizen engagement, and long-term planning to achieve sustainable and inclusive development outcomes for municipalities.

4.5 Limitations of Integrated Development Plan process.

The study found that various themes emerged from the findings with regards to the limitations of the IDP process particularly at Dr KKD municipality.

4.5.1 Inconsistent public participation time schedule

It was indicated that one of the chief limitations of the IDP at Dr Kenneth Kaunda District Municipality was its inconsistent public participation time schedule. The following sentiments were from participants;

“...there us not clear and predictable schedule for public participation activities because there are no specific dates, times, and locations for community meetings, workshops, and public hearings. This result in people missing important meetings.” (Participant 5)

“...Getting all members to participate at as IDP meeting are held during working hours when most members of community are at work.” (Participant 6)

The findings from the participants shed light on inconsistency in public participation. Participant 6 highlights a concern regarding the timing of IDP meetings. They note that these meetings are typically scheduled during working hours, when most members of the community are unable to attend. This finding indicates a lack of inclusivity in the IDP process, as it excludes community members who are occupied with work commitments during the day. Consequently, the voices and perspectives of these individuals may not be adequately represented in the decision-making process. It appears that community consultations are underutilized in the design of IDPs and have insufficient influence over official policy and service delivery goals. Marais and Dube (2010) reinforce this point, arguing that public input occurs only infrequently during the

eight to ten months that the IDP process takes. Participant 5 points out the non-sufficient notice of upcoming participation events in the IDP process. This finding suggests that the insufficient schedules result in people missing important meeting and their participation. The absence of people after missing the meeting =can lead to a fragmented approach to decision-making and hinder the achievement of integrated and coordinated development goals. The results are consistent with previous research conducted by Adonis & van der Walt (2017), Mathebula (2018), and Asha & Makalela (2020), who found that South African local authorities often encounter challenges concerning public participation. It was observed that officials sometimes neglect the importance of public involvement and fail to uphold the principles of democracy by disregarding their legally assigned responsibilities.

From an insider's perspective, this challenge stems from the difficulty in coordinating schedules and finding times that work for a diverse set of community members. Local government officials often struggle to balance the needs of working residents, stay-at-home parents, retirees, and others when scheduling public meetings. There is also pressure to hold meetings during normal business hours to accommodate municipal staff. Striking the right balance is an ongoing challenge that requires creativity and open communication with the community.

4.5.2 Advertisements of public meetings doesn't reach the entire community

The study also found that another theme was failure of the IDP meetings which fail to cover entire community. This indicates that the coverage for the IDP public meetings was insufficient. The following verbatim were extracted from interviews with participants;

*"...some of the advertisement channels do not reach remote communities and this leaves a gap as some people are not reached with particular traditional newspaper advertisements yet they do not reach some places."
(Participant 3)*

"...the problem is lack of diverse communication channels used for advertisements: In most cases they utilise as well as modern channels like social media platforms, community websites, and email newsletters where some people do not have access to. (Participant 7)

From the sentiments above participant 3 observes that some of the advertisement channels do not reach remote communities. This finding suggests that there is a gap in engaging and involving the public throughout the IDP process. When community members do not get access to advertisements, they miss the opportunity to contribute their insights and perspectives, they may feel disconnected from the plan, leading to a lack of ownership and potentially hindering its successful implementation. Participant 7 notes that some people do not have access to modern communication platforms, which limits the quality and quantity of information that can be consolidated. This finding implies that the IDP process use variety of channels to make sure every community is reached. Their absence may result in a lack of comprehensive and diverse input, leading to an incomplete understanding of community needs and priorities. The results are in line with Buccus' (2011) discussion on how the IDP development process is frequently seen as co-optation and interpreted as neither thorough nor robust enough. As a result, there is almost no monitoring or evaluation of development-related issues or low-quality community interaction.

From the insider perspective, advertising public meetings is complex, especially in large and geographically spread-out municipalities. Traditional print media may not reach remote areas, while digital channels exclude those without internet access. Limited municipal budgets also constrain the ability to use multiple advertising channels. Identifying the right mix of communication methods to maximize community engagement is an area that requires continuous improvement and experimentation.

4.5.3 Inadequate resource allocation

Another theme that emerged on the limitations was inadequacy of funds to facilitate public participation at Dr Kenneth Kaunda District Municipality. The sentiments below point to those limitations;

“...most priority projects are not well funded and the situation leads/results in service delivery protests, vandalism of infrastructure and distribution of process.” (Participant 3)

“...limited financial resources to implement major service delivery needs of the communities. (Participant 7)

“...some of the projects identified never receive funding and are never implemented.” (Participant 8)

From the verbatim above showed that another limitation was inadequate financial resources to implement IDP. Participant 3 observes that a significant number of priority projects identified in the IDP do not receive the necessary funding. As a result, this situation can lead to service delivery protests, vandalism of infrastructure, and public discontent. This finding suggests that there is disconnect between the identified priorities and the allocation of financial resources. Participant 8 highlights that some projects identified in the IDP do not receive funding and remain unimplemented. This finding suggests that there may be challenges in securing the necessary resources and support for the projects identified in the IDP. Without adequate funding and implementation, the IDP may not effectively address the identified community needs and aspirations. Participant 7 highlights the limited financial resources available to address the major service delivery needs of the communities. This finding indicates that there may be a gap between the demand for services and the available funding. Insufficient financial resources can hinder the implementation of essential projects and negatively impact the quality and quantity of services provided to the community. This is consistent with studies conducted by Mandiyanike (2017), which demonstrate that public involvement significantly affects how local governments are financed, allocate resources to deliver services, and report their expenditures.

From an insider view, the challenge of insufficient funding for IDP projects is a common reality for many local governments. Budgets are stretched thin, with competing priorities and urgent service delivery needs. Securing adequate resources to fully implement the IDP is an ongoing negotiation between municipal officials, council members, and higher levels of government. Insiders understand the trade-offs and difficult decisions required to allocate limited funds across a wide range of identified community needs.

4.5.4 Lack of proper communication in IDP process

Another theme that emerged on the limitations of the IDP at Dr KKDM was poor communication flow which impede public participation.

“...I think another problem is lack of proper communication and poor notification to relevant and interested stakeholders...also lack of proper induction to people on IDP.” (Participant 10).

“...failure by both administrative and political leaders to communicate and take communities along when planning and formulating IDP is a serious issue here.” (Participant 7)

From the sentiments above, it indicates that one of the limitations is lack of communication and Induction: Participant 10 points out a lack of proper communication and notification to relevant stakeholders and a lack of proper induction on the IDP. This finding indicates that there may be issues relating to stakeholder engagement, information sharing, and capacity-building. Effective communication and comprehensive induction are crucial for ensuring that stakeholders are well-informed, actively involved, and able to contribute meaningfully to the IDP process. Participant 7 highlights the failure of both administrative and political leaders to communicate and involve communities during the planning and formulation of the IDP. This finding suggests a lack of community engagement and participation, which are essential for ensuring that the IDP reflects the needs, aspirations, and priorities of the community. When communities are excluded from the process, it can lead to a sense of disconnection, mistrust, and a lack of ownership over the development initiatives outlined in the IDP. This is at contrast with Molaba (2016), who made the case and placed a strong emphasis on citizen participation as a factor in decision-making. It is always necessary to promote democracy, and moral leadership is expected. The procedure will not be without difficulties, it is crucial to keep in mind, even though the desired results are the main goal. The purpose of public involvement is to promote a fair and mutually beneficial relationship between the people, the authorities, and society.

From insider perspective, it is recognized that effective communication throughout the IDP process is essential but also very difficult to achieve. Municipal staff and political leaders often struggle to find the right channels, frequency, and language to engage diverse stakeholders. Capacity constraints, competing priorities, and political dynamics can all hinder consistent and clear communication. Improving

communication is a continuous learning process that requires dedicated effort and resources.

4.6 Role of IDP in redressing service delivery.

It also emerged that the IDP has significant role in facilitating service delivery at Dr Kenneth Kaunda District Municipality. Themes that emerged from interviews with key informants include that IDP act as Municipality guideline, used for budget planning, and used to foster public participation.

4.6.1 Act as Municipality guideline

Participants also indicated that IDP is used as a guiding tool by the municipality. The following verbatim below shows that participants agreed that the IDP is the guiding tool;

“...Its basically gives the municipality a guideline in terms of service delivery and methods to enhance service delivery and correct the injustice of the past social injustices may also be addressed by implementation of the IDP.”
(Participant 5)

“...Provides guideline breaking mechanism to ensure that projects and programs are implemented. It helps to develop realistic projects proposal based on the availability of resources.” (Participant 8)

The above sentiments from participants shows that IDP is used as the guideline in municipality programs. Participant 5 emphasizes that the IDP serves as a guide for the municipality to facilitate service delivery. It provides a framework for identifying service delivery needs, setting priorities, and implementing strategies to enhance service provision. By having a clear roadmap outlined in the IDP, the municipality can align its resources and efforts towards meeting the service delivery expectations of the community. The results align with the writings of Selepe (2017), who maintained that IDPs represent an essential tool that local governments can deploy to lower unemployment, eradicate poverty, and boost local economies in the regions that fall under their purview (Selepe, 2017).

Similarly, Participant 8 highlights that the IDP provides a mechanism to guide the implementation of projects and programs. It serves as a reference point for developing realistic project proposals based on the availability of resources. The IDP ensures that project implementation aligns with the identified priorities, objectives, and strategies outlined in the plan. This ensures that resources are used effectively and efficiently to accomplish intended development goals and helps prevent ad hoc decision-making. The results align with the literature by Gueli (2007), which suggests that IDPs were created with the purpose of serving as a support mechanism to help municipalities achieve their goals, especially those related to development, and to then provide advice to any other organization or agency that falls under the municipality's purview regarding its day-to-day operations.

4.6.2 IDP used for budget planning

Additionally, participants indicated that IDP was used for allocation of resources in the municipality and the budget planning is designed in line with the needs of the community or jurisdiction. The following sentiments agreed with the theme;

“...To plan and budget according to the needs and wish of community, to foster community participation in improving services delivery.” (Participant 5)

“...the IDP is used to plan and budget according to the needs and wish of community. (Participant 6

“...the IDP helps municipality to budget and focus on the most important needs of communities taking into account the resources available at local.” (Participant 8)

“...It helps to coordinate budget for planned service delivery activities and simplify monitoring and oversight.” (Participant 9)

The verbatim findings above provided by participants highlight the role of the Integrated Development Plan (IDP) in planning, budgeting, and coordinating service delivery activities. Participants 5 and 6 emphasize that the IDP enables the

municipality to plan and budget according to the needs and wishes of the community. The IDP serves as a mechanism for understanding the priorities and aspirations of the community and incorporating them into the planning process. It ensures that resources are allocated to address the specific needs identified by the community, leading to more targeted and responsive service delivery. This is consistent with research by Pilane (2022), which states that the IDP compels local governments to strategically plan local development in order to sustainably guarantee that services are provided to communities in an effective and efficient manner. The IDP prioritizes accelerating the pace of service delivery and maintaining sustainable local development and economic growth as a means of promoting peace. Participant 8 highlights that the IDP helps the municipality focus in the most important needs of the communities, considering the available local resources.

The IDP serves as a strategic document that prioritizes projects and programs based on their significance and feasibility. It ensures that limited resources are directed towards addressing the most pressing needs and achieving the greatest impact on community well-being. Participant 9 mentions that the IDP helps coordinate the budget for planned service delivery activities and simplifies monitoring and oversight. The IDP acts as a reference point for aligning financial resources with the identified priorities and objectives. It facilitates the coordination of budget allocations across different departments and sectors to ensure coherence and efficiency. This was emphasized even more by Raga et al. (2012), who claim that effective resource management is one of the IDP's primary responsibilities. Put another way, the IDP ought to help the municipality prioritize the most critical requirements of the surrounding areas while also taking available resources into account.

4.6.3 Fostering participation

Another theme which emerged was that IDP is used in fostering participation. Responses from participants highlights the needs of people on grassroots level through the IDP consultation process. The following were sentiments from participants;

“...IDP plays a significant role in that it consolidates all other plans and fosters participation.” (Participant 7).

“...IDP fosters participation of key stakeholders’ plan and implement projects and programs in the IDP formulation. Continuous reporting is undertaken throughout the year under the auspices of the IDP.” (Participant 9)

The sentiments of participants indicate that the findings provided by participants highlight the significant role of the Integrated Development Plan in consolidating other plans, facilitating stakeholder participation in project implementation, and enabling continuous reporting. Participant 7 mentions that the IDP plays a significant role in consolidating all other plans, to the extent practical. The IDP is designed to integrate and harmonize various sectoral plans, strategies, and frameworks within a municipality. It ensures that different planning documents, such as sector-specific plans or spatial development frameworks, are aligned and coordinated to achieve a cohesive and comprehensive development agenda. Consolidating these plans enhances efficiency, avoids duplication, and promotes a holistic approach to development. This is corroborated by Maloba (2006), who talked about how fostering a positive relationship between local government and communities through public engagement is one of the main functions of a democratic government. As a result, the Dr Kenneth Kaunda District Municipality is required under the constitution to promote community involvement in development processes and to foster community interaction. Participant 9 further highlights that continuous reporting takes place throughout the year under the auspices of the IDP. The IDP serves as a framework for monitoring and evaluating the progress of planned activities. Regular reporting provides a mechanism for tracking the implementation of projects, assessing their outcomes, and identifying any deviations or challenges. This supports the argument made by Erfteimeijer & Bualuang (2002), who claimed that community participation in decision-making raises the possibility of local projects and services succeeding. Dlamini & Reddy (2018) argue that rather than being dictated by delivery institutions or departmental bureaucracies, service delivery should be structured around the demands of end users.

4.7 Municipal challenges in the implementation of Integrated Development Planning.

The study also revealed that the implementation of Integrated Development Planning is faced with numerous challenges. Themes which emerged include, unavailability of funds and human skills, lack of interest from the public, duplication of processes and lack of political will.

4.7.1 Unavailability of funds and human skills

Also, participants indicated that insufficient budget to address the needs and poor quality work as a result of appointing incompetent contractors in the projects. *The following sentiments provided by participants highlight challenge related to budget constraints and human capital in implementation of IDP,*

“...Budget (limited budget/ unavailability of funds), compliance with legislative requirements. Lack of skills and poor planning. Failure to conduct proper research regarding the needs of the community. (Participant 5).

“...Budget constraints...district is grant-dependent. No infrastructure grants to address service delivery challenges.” (Participant 6).

“...lack of funding as a result of the economic environment that is impacted by the closure of mines and illegal mining activities.” (Participant 9)

It was revealed that as the municipality have a lot of unfunded IDP projects on record, financial challenges that municipalities face especially the collection of the payment of services. Participant 5 mentions limited budget and unavailability of funds as a challenge. Municipalities often face financial constraints, which can restrict their ability to allocate sufficient resources for service delivery. Limited budgets can result from various factors, including reduced government funding, competing priorities, and economic downturns. The unavailability of funds hampers the implementation of projects and programs, affecting the overall quality and reach of services. Participant 5 further identifies a lack of skills and poor planning as challenges. Effective planning

requires competent personnel with the necessary technical, managerial, and analytical skills. Similarly, participant 6 highlights budget constraints due to grant dependency and the absence of infrastructure grants to address service delivery challenges. Some municipalities heavily rely on grants from higher levels of government to fund their operations and development initiatives. Equally the same as participant 9 mentions a lack of funding resulting from the economic environment affected by mine closures and illegal mining activities. The results support Chipkin's (2013) argument that certain academics have linked issues with public money mismanagement and official corruption, namely, to the shortcomings of local governments and local governments in particular.

4.7.2 Lack of interest in participation from both the public and officials

Another theme of the challenge which hinder the successful implementation of IDP at Dr Kenneth Kaunda District Municipality was lack of public interest. The following verbatim confirms this;

“...lack of interest from communities to participate in consultation leads to investment in projects of lesser concern/needs. Poor project performance that leads to forfeiting grant money.” (Participant 2)

“...despite the constrained budget, there is also less interest of community participation.” (Participant 5).

“...another challenge is the lack of interest from the communities and other internal departments in the municipality.” (Participation 8)

From the sentiments above, one of the challenges was lack of interest from public to participate in IDP. As explained by participants 2 and 5 mention the lack of interest and participation from communities as a challenge. Communities run the danger of funding initiatives that do not correspond with their true needs and objectives when they are not actively involved in the consultation and decision-making procedures. This can result in a mismatch between the resources allocated and the community's most pressing concerns. Lack of community participation can undermine the effectiveness and relevance of the Integrated Development Plan (IDP) and hinder the achievement of desired outcomes. Similarly, participant 8 identifies the non-

participation of sector departments and other internal departments within the municipality as a challenge. Collaboration between different departments is vital for integrated planning and implementation of the IDP. When internal departments do not actively participate, it can lead to uninformed decision-making, fragmented efforts, and lack of coordination. This can impede the effective utilization of resources and hinder the achievement of holistic and sustainable development outcomes.

4.7.3 Duplication of processes

The findings provided by participants highlight challenges related to the duplication of processes and projects due to lack of coordination and integration. The following sentiments were from key participants;

“...priority capital projects are not funded and duplication of processes and projects due to lack of coordination and integration.” (Participant 3)

“...sometimes the IDP outline similar projects and this result with duplication of activities and this result in waste of resource which are already scarce.” (Participant 9)

“...lack of proper alignment of real plan for development and political scoring goals leading to duplication of processes in an already inadequate funding.” (Participant 10)

From the sentiments above, the findings indicate that one of the challenges in the implementation of IDP is duplication of processes. For instance, participant 3 mentions that priority capital projects are not funded adequately. Limited financial resources can result in a situation where important capital projects, such as infrastructure development or public facilities, are not allocated sufficient funding. This can lead to delays or even the cancellation of projects that are crucial for addressing community needs and promoting development. The findings are consistent with Dlamini, & Reddy, (2018) who argued that when there is a lack of coordination and integration among different departments or stakeholders, it can result in redundant efforts, overlapping initiatives, and wastage of resources. Duplication can occur when multiple entities or departments work on similar projects without proper coordination, leading to inefficiencies and suboptimal outcomes. Participant 10 mentions the lack of proper

alignment between development plans and political goals. This indicates that sometimes the priorities outlined in development plans may not be aligned with the political agenda or goals of the governing body. This misalignment can result in the diversion of resources towards initiatives that serve political interests rather than focusing on the genuine needs and long-term development of the community.

4.7.4 Tensions between stakeholders

Participants expressed worry about the absence of political leadership as it pertains to the public's successful involvement in the development of IDPs.. The following verbatim agree with the theme;

*“...there is rampant political interference and lack of effective leadership.
(Participant 6)*

“...there is tension between key stakeholders and this result interruption in all planned phases, changes of political governance and objectives that are not clearly defined.” (Participant 9).

The sentiments above show that one of the challenges was changes in political governance, lack of proper communication, ineffective dispute resolution and lack of monitoring and planning mechanism. For instance, participant 5 mentions that lack of transparency and poor public participation can lead to dissatisfaction or the Integrated Development Plan (IDP) having many shortfalls. When there is a lack of transparency, community members may feel excluded from important discussions and decision-making processes, leading to dissatisfaction with the IDP. Poor public participation further exacerbates this issue, as it hinders the meaningful involvement of community members in shaping development plans and policies. Also, participant 6 identifies rampant political interference and lack of effective leadership as challenges. Political interference refers to the undue influence exerted by political actors on development planning and decision-making processes.

This interference can undermine the integrity and objectivity of the IDP, leading to biased resource allocation or prioritization. Lack of effective leadership further

compounds the issue, as it can result in weak governance, inadequate oversight, and limited accountability. On another sense, participant 9 highlights project interruptions due to changes in political governance and undefined objectives. Changes in political leadership or governance can disrupt the continuity of projects and initiatives, leading to delays, discontinuity, or even abandonment. The results align with Marais's (2017) literature, which suggests that the initiative may serve to further the interests of a select few strong elites while empowering those who choose to join. Public involvement is a process that needs to be carefully preserved if its original purpose is to be fulfilled since it allows citizens to steer progress. Politicians who prioritize their personal interests and those of their parties present another political difficulty. Politics is frequently factored into IDP programs at the expense of the local population.

4.8 Existing participation strategies and mechanisms in the IDP process.

The study revealed that there are existing participation strategies in the IDP. Some of the themes which emerged include public consultations.

4.6.2 Public consultations

Participants emphasized that public consultations are one of the methods and strategies for involvement currently in place in the IDP process.

“...public participations and consultations have proved to be effective as communities always ask follow up questions on programs they have requested and were promised.” (Participant 9)

“...currently we have public participation and continuous consultation with the community. Participant 5)

“...the consultations conducted with the community assist management to plan the service delivery programs for action in every financial year.” (Participant 10).

As the aforementioned sentiments acknowledge, the main reason for promoting prompt reaction to community requirements is to make a beneficial contribution to local development, they also show how the legal system fosters open discussion between community members and the municipality in order to meet its requirements. Participant 9 mentions that public participation and consultations have proved to be effective. When communities are given the opportunity to participate in decision-making processes and provide input on programs and projects, they feel empowered and engaged. This involvement leads to a sense of ownership and accountability, as community members are more likely to ask follow-up questions and seek updates on programs they have requested and were promised. Additionally, participant 5 states that there is ongoing public participation and continuous consultation with the community. This suggests that the municipality has established mechanisms and processes to regularly engage with the community. Ongoing consultations enable the municipality to gather feedback, address concerns, and adapt plans and programs based on evolving community needs. Participant 10 highlights that consultations conducted with the community assist management in planning service delivery programs for each financial year. Community consultations provide valuable insights into the specific needs, priorities, and aspirations of the community (Ben-Zeev, 2017). These included ensuring that decisions will be influenced by public input, permitting consultation and participation in the process for those who will be impacted by it, and promoting sustainable decision-making by acknowledging and that represent the requirements and preferences of everyone involved, including the individuals who make the decisions.

4.8.1 Monitoring and regular IDP reviewing

Two participants in the interview came up the monitoring and assessment of programs and projects for internally displaced people. A concerned individual was also aware of this.

“...the IDP is reviewed every year and the municipality had various strategic planning sessions in the past 18 months to revise the mission and vision of council and the way forward with the IDP. (Participant 9).

“...monitoring consultations (direct) is ongoing and in many instances are successful.” (Participant 7)

From the sentiments above it shows that one of the existing participation strategy is monitoring and regular IDP review. Participant 9 mentions that the IDP is reviewed every year. This indicates that the municipality recognizes the need for regular assessment and adjustment of the IDP to ensure its relevance and alignment with changing circumstances. The annual review allows the municipality to evaluate the progress made, identify any shortcomings or gaps, and make necessary revisions to the plan. Participant 7 states that monitoring consultations, conducted directly with stakeholders, are ongoing and have been successful in many instances. Monitoring consultations involve the regular assessment and evaluation of the IDP's progress and outcomes. By engaging with stakeholders directly, such as community members, civil society organizations, and relevant government agencies, the municipality can gather feedback, track performance, and identify areas for improvement. Successful monitoring consultations indicate that the municipality has established effective mechanisms for gathering valuable input and ensuring accountability in the implementation of the IDP. Blackburn, et al., (2018) discussed that the IDP document is subject to an annual review process, which is intended to ensure that the quality of services provided is improved while maintaining their sustainability and the effectiveness of the municipality's administration in serving the communities (White Paper, 1998). It is imperative that municipalities involve their communities in the IDP processes since the review process also aims to verify that the IDP document complies with the legislation.

4.8.2 Community meeting with stakeholders

Another issue that surfaced was communication, which is essential to providing IDP services and can be enhanced if the municipality prioritizes IDP initiatives and programs using community feedback.

*“...there is local meeting conducted to improve communication and publicity about IDP. Adoption of integrated development model.”
(Participant 10)*

“...very well effective, meetings are held regularly and projects are prioritized regularly.” (Participant 2)

“...the municipality leaders hold local meetings with communities and helps citizens to understand the achieved goals and challenges which makes it impossible to achieve such as, budget constraints. This helps to minimize service delivery protest.” (Participant 9)

The sentiments above show that IDP mechanisms are very effective as it gives the community on the ground grassroots level the opportunity to voice their needs and challenges. For instance, participant 10 mentions that local meetings are conducted to improve communication and publicity about the DP. Local meetings serve as a platform for engaging with community members, providing updates on the IDP, and fostering dialogue between the municipality and the public. These meetings help improve communication channels, ensure transparency, and raise awareness about the IDP and its objectives among the community. Similarly, participant 2 states that meetings are held regularly, and projects are prioritized on an ongoing basis. Regular meetings provide an opportunity for the municipality and community members to come together, discuss progress, and prioritize projects based on the identified needs and available resources.

This iterative process allows for continuous evaluation, adjustment, and alignment of project priorities with the goals of the IDP. Participant 9 mentions that municipality leaders hold local meetings with communities to help citizens understand achieved goals and challenges, such as budget constraints. These meetings serve as a platform for leaders to engage directly with the community, explain the progress made in

implementing the IDP. The findings are consistent with research by Rowe and Frewer (2017), who defined public engagement as citizen involvement, communication, and decision-making among members of civil society and various democratic state agencies and structures, especially at the local level. It means including the general public in the processes used by institutions or organizations entrusted with developing policies, including agenda-setting, decision-making, and policy formation.

4.9 Mechanisms/strategies which can be taken for effective public participation in the IDP

Participants were asked to suggest strategies that may be used to increase the general public's involvement in the IDP procedure. Participants recommended strategies that included coordinating the municipality's goals and mission with the IDP, using the Ward Development Plan (WDP), holding ward meetings, holding meetings in villages, and mayoral Imbizos in informal settlements.

4.9.1 Tallying municipal mission and objectives with the IDP

Additionally, participants further suggested that, it would improve public participation is there is alignment of municipal vision and the developed IDP;

"...since the adoption of District Development Model, planning is coordinated and integrated, capital investment has improved and service delivery protests reduced." (Participant 3)

"...aligning the municipal mission and objectives with the IDP, ensures that all municipal departments and stakeholders work together towards a common vision, avoiding disjointed or conflicting development efforts." (Participant 7)

"It is important that municipalities separate the IDP public participation from budget public participation in order to afford citizens a fair opportunity to focus on IDP rather than the budget. This will make citizens to have a meaningful contribution to the IDP. Municipalities must also utilize other platforms of communication to ensure that they reach out to most of citizens rather than relying on Imbizo and written submissions only." (Participant 9)

From the above sentiments it was suggested that there is need to align municipal mission and objectives of the municipality. It is expected of citizens to participate in public participation processes in order to exercise their democratic rights. Participant 3 mentions that since the adoption of the District Development Model, planning has become more coordinated and integrated. This means that the coordinated and integrated planning facilitated by the DDM helps align efforts, resources, and priorities, leading to improved capital investment and more efficient service delivery. This finding highlights the benefits of adopting a holistic and collaborative approach to development planning. Participant 7 notes that alignment between the municipal mission and the IDP provides a strategic foundation for decision-making and contribute to the overall objectives of the IDP. SALGA emphasized that the municipalities' objectives and plans for the future should be connected to the IDP (SALGA, 2011).

One of the interviewees stated that the absence of an intergovernmental link between the government and the municipality is the reason for the poor service delivery. The results support Marais's (2017) argument that public engagement is a process that needs to be carefully maintained in order to carry out the effective formulation of IDPs since it allows residents to have an impact on development.

4.9.2 Utilise Ward Development Plan (WDP) in IDP process

It was recommended that the Ward Development Plan (WDP) be used to identify the fundamental requirements of the community and create a plan based on community input for addressing those needs. Participants proposed that the strategy will help the municipality prioritize the requirements of the relevant community.

“...utilizing the Ward Development Plan (WDP) in strategic planning, allows officials to be accountable for public funds, and safeguarding public assets. This means IDP can be used as a strategic driver for budgeting and performance management to accelerate service delivery to communities.”
(Participant 1)

“...establishment of IDP committees. Forums for public participation and councillors’ have to inform people within their wards’ awareness campaigns.” (Participant 4)

From the above verbatim Participant 1 emphasizes the need for proper use of Ward Development Plan (WDP) strategic planning in the IDP process. Strategic planning involves setting goals, identifying priorities, and developing strategies to achieve desired outcomes. It ensures that the IDP aligns with the long-term vision and objectives of the municipality. Additionally, accountability is crucial in safeguarding public funds and assets, ensuring transparency, and maintaining public trust. Also, participant 4 suggests the establishment of IDP committees and forums for public participation. IDP committees are typically composed of representatives from various stakeholders, including government officials, community members, civil society organizations, and other relevant parties. These committees play a vital role in overseeing the IDP process, providing input, and ensuring that the plan reflects the needs and aspirations of the community.

4.9.3 IDP Representative Forum meetings

This is another strategy they can use to make sure they prioritize the needs that have been identified by the community. IDP provides a venue for community members to submit their needs, according to participant interviews.

“... Fostering community participation through Representative Forum meetings of implementation of the IDP and annual review of the IDP and long-term goals.” (Participant 5)

“...I think utilising Representative Forum meetings consolidates all plans sector departments district and local municipality.” (Participant 8)

“...The establishment of IDP forum as a mechanism to strengthen our communication and monitoring where all stakeholders participate. IDP public participation as a mechanism to reach out to ordinary ensures that their views are presented. (Participant 9)

The verbatim above shows that IDP allows the municipality to know the needs of the community and to allocate resources needed for service delivery. Participant 5 suggests that community participation can be fostered through Representative Forum meetings. These meetings provide a platform for representatives from various sectors, departments, and municipalities to come together and discuss the implementation of the IDP. By involving a diverse range of stakeholders, including community representatives, these meetings promote collaboration, coordination, and inclusive decision-making in the IDP process. This is aligned with the sentiments of Dyum (2020) who argued that this type of involvement (public participation) promotes cooperation among non-profit organizations, community structures, and civil organizations and activists. The alliance created by sharing a same objective can help government institutions advance any planning projects and is effective for transforming any community.

Participant 8 highlights the role of Representative Forum meetings in consolidating plans from different sector departments and municipal levels. These meetings serve as a mechanism for aligning and integrating the development plans of various stakeholders. According to Asha & Makalela (2020), in order to guarantee that all stakeholders are consulted, IDP Representative Forum meetings are held in person or virtually. Participant 9 suggests establishing IDP forums as a mechanism to strengthen communication, monitoring, and stakeholder engagement. These forums serve as platforms where all relevant stakeholders can participate and contribute to the IDP process. They provide opportunities for exchanging information, sharing feedback, and ensuring that the views of ordinary citizens are represented. Additionally, Smith (2003) emphasizes the importance of forging community coalitions in order to prevent conflict between members of the community or local government organizations.

4.9.4 Effective communication and recruit qualified and competent people

The study also discovered that participants believed that improved service delivery in the municipality would result from effective communication across IDP stakeholders, including accurate reporting on accomplishments and noteworthy outcomes. This

involves ensuring that all stakeholders involved in the IDP process engage at a technical level to ensure inclusion. The following sentiments were suggested;

“...all relevant sectors should have qualified people engaged so that funds/grants are received and spend based on priority needs through public participation.” (Participant 2).

“...the IDP has been fairly successful in bringing communities together in formulation of plans. It has also raised awareness of government functioning if they recruit qualified and competent leaders and providing skills development.” (Participant 7)

The participants in the study highlighted the importance of effective communication among relevant stakeholders as a means to strengthen and enhance capacity for meaningful public involvement in the IDP. Participant 2 emphasized the need to engage and involve representatives from various sectors, such as education, healthcare, infrastructure, and agriculture, throughout the planning and decision-making process of the IDP. The participants also emphasized the significance of hiring capable and skilled leaders and providing opportunities for skill development among current leaders and staff members to improve service delivery. These findings are supported by the literature, as Gueli et al. (2007) and Hofisi (2014) emphasize the importance of local participation at every stage of the IDP process, rather than limiting it solely to initial evaluations and need prioritization. Additionally, participant 7 suggested that the recruitment of qualified and competent leaders has contributed to the success of the IDP in bringing communities together and raising awareness of government functioning. Leadership was identified as a critical factor in driving the formulation of IDP plans and ensuring their effective implementation. These results align with Wüst's (2022) assertion that public engagement in local government planning is a powerful tool for fostering cooperation among stakeholders and increasing widespread public involvement. Such engagement is expected to promote harmony and ensure that decisions are made collaboratively and hold legal validity.

4.9.5 Proper utilization of scarce resources

Another theme that surfaced was the idea that improving service delivery within the municipality can be achieved by allocating restricted resources appropriately when prioritizing IDP projects or programs. The following sentiments agreed with the theme;

“...It needs to have its own directorate or unit with enough staff personnel because they are working with councillors, staff and communities, therefore there is a need to have need for directorate or unit with enough staff personnel.” (Participant 2)

“...firstly, more funding is needed, secondly the community need to be more involved in the final allocation projects. A lot of the unfunded IDP projects is from the community and have not been given the necessary support when it comes to prioritizing the final IDP list of projects.” (Participant 9).

The aforementioned opinions suggest that the municipality should implement a strategy that would enable them to use their limited resources to eliminate service delivery backlogs. This suggests that another tactic to support and increase capacity for the local population may be the effective and efficient utilization of resources already in place. Participant 2 suggests that the IDP process requires its own dedicated directorate or unit with enough staff personnel. The IDP involves working with councillors, staff, and communities, which necessitates a specialized team to effectively manage and coordinate the process. This means having a dedicated directorate or unit ensures that there are personnel with the necessary expertise, capacity, and resources to facilitate the IDP process, engage stakeholders, and drive implementation. Marais and Dube (2010) assert that the municipality must use legally required public engagement techniques and institutions to make sure that the requirements of the communities—especially the poor and marginalized—are taken into consideration when creating its IDP. Participant 9 points out two crucial areas where the IDP procedure needs to be improved. First and foremost, additional funding is required to assist with the execution of IDP initiatives. Sufficient money guarantees that the suggested initiatives can be carried out and that the community's development requirements can be met. This is consistent with Dyum's (2020) claim that including the public in local government resource management is expected to be a strategy that

will increase public engagement in general and foster cooperation for the benefit of all concerned parties. It will ensure that everyone acts in concert and that decisions are made in a collective environment with legal consequences. If implemented without reservation, it is a powerful way to involve the public in decision-making.

4.9.6 Awareness and regulatory enforcement and increase IDP tenure

Participants also suggested that there is need for awareness campaigns and enforcement of laws in IDP process. The following sentiments were from participants who confirmed this strategy

“...Municipalities should be allowed to advise provincial government and national government on what works for the municipality on IDP. Legislation should be adjusted and reviewed to accommodate what would work. IDP should be tabled for a period of at least 10 years as some of the projects cannot be achieved within 5 years.” (Participant 10)

“...IDP is the platform within which political leadership interact with all stakeholders and education about its importance should be disseminated.” (Participant 4).

The findings above indicate that awareness campaigns and law enforcement may enhance effective implementation of IDP as tool for service delivery. Participant 10 suggests that municipalities should have the ability to advise provincial and national governments on what works best for their specific municipality in the context of the IDP. This implies that municipalities should have a say in shaping the policies, regulations, and legislation related to the IDP process. Adjusting and reviewing legislation to accommodate the unique needs and circumstances of each municipality can lead to more effective and tailored development planning. This is in line with the conclusions of Dyum (2020), who examined the types and extent of public engagement in the writing of the IDP document using mandated legislative procedures and public opinion. As a result, research suggests that throughout these contacts, individuals engaged in the IDP process should successfully and collaboratively engage people, ensure inclusion, and look into any barriers to a smooth transition.

Participant 10 emphasizes the importance of disseminating information about the IDP and its significance. This suggests that there is a need to educate and raise awareness among stakeholders, including political leaders, administrators, and community members, about the purpose, benefits, and processes involved in the IDP. This is in line with Southall's (2020) argument that public involvement implies that individuals should participate in decision-making processes because they understand their own needs and because they generally think that decisions made on their behalf will be superior to those made on behalf of others. To comprehend the importance of issues and make a meaningful contribution, people need to be able to participate in those that directly affect their lives.

4.10 Chapter summary

This chapter focus on the presentation of primary data collected through in-depth interviews with key informants and secondary data from document analysis. The data produced and analysed in this chapter was from key informant interviews and documents assessed. Chapter presents the results and provides an analysis and discussion of the results. The results are interpreted and presented to answer the research questions. The following chapter presents the summary of the study, major conclusions of the findings and recommendations.

The key insights from the results indicate that the Integrated Development Plan serves as a crucial guideline for municipality programs, enabling effective service delivery, project implementation, and resource allocation. Participants emphasized that the IDP aligns the municipality's efforts with community needs and aspirations, ensuring that resources are directed towards priority areas. It provides a framework for planning, budgeting, and coordinating service delivery activities, promoting targeted and responsive development. Additionally, the IDP consolidates other plans, facilitates stakeholder participation, and enables continuous reporting, enhancing efficiency and accountability.

The results highlight several challenges in the implementation of the Integrated Development Plan. Financial constraints, including limited budgets, grant dependency, and economic downturns, pose significant hurdles in allocating sufficient funds for service delivery and project implementation. A lack of skills and poor planning capacities further hinder effective development initiatives. Furthermore, there is a dearth of interest and involvement from within municipalities as well as from communities, which can result in a misalignment of resources with community requirements, scattered initiatives, and issues with collaboration. Duplication of processes, where multiple entities or departments work on similar projects without proper coordination, and the misalignment between development plans and political goals also emerge as challenges. Addressing these insights requires strategies to enhance financial management, strengthen planning capacities, foster community participation, improve inter-departmental collaboration, and ensure alignment between development plans and the genuine needs of the community.

Chapter 5: Summary, Conclusions and Recommendations

5.1 Introduction

The final chapter five presents the summary, conclusions and recommendations of the study. Conclusions and recommendations are made based on the findings of the study. The chapter further provide recommendations and suggesting areas for future study.

5.2 Summary of the study

The primary focus of this study was to examine the limitations of the Dr Kenneth Kaunda District Municipality's utilization of the IDP as a means of engaging the public in decision-making processes. The study drew upon the theoretical framework of the People Centered Development Theory, which aims to elucidate the involvement and engagement of all relevant stakeholders in the development process. The Dr Kenneth Kaunda District Municipality case study research design and qualitative study methodology were used in this investigation. Ten participants were chosen from a population of 100 participants in the study, which included senior individuals such as managers and IDP process participants, as well as local government officials, using a non-probability sampling technique called purposive/judgement sampling. These officials were seen as pertinent and were thought to possess extensive knowledge of the IDP procedure and public involvement. Study participants were interviewed in a semi-structured manner to get primary data. Document analysis also yielded secondary data.

Thematic Content Analysis (TCA) was used for data processing and analysis and describe patterns (themes) within data. The findings indicate that the Integrated Development Plan plays a significant role in facilitating service delivery at Dr Kenneth Kaunda District Municipality. The findings were consistent with literature by Selepe (2017), Gueli (2007) & Pilane, (2022) who discussed that the IDP acts as a guideline

for the municipality, providing a framework for identifying service delivery needs, setting priorities, and implementing strategies to enhance service provision. It serves as a reference tool for planning and budgeting, ensuring that resources are allocated according to the needs and wishes of the community. The IDP fosters stakeholder participation by consolidating various plans, facilitating project implementation, and enabling continuous reporting. Overall, the IDP serves as a comprehensive and coordinated approach to address service delivery challenges and promote inclusive development in the municipality.

The study found that the Municipality's IDP has a number of shortcomings, according to the report. Firstly, there was an inconsistent public participation time schedule, with IDP meetings often held during working hours, excluding many community members who are unable to attend. This lack of inclusivity results in the voices and perspectives of these individuals not being adequately represented in the decision-making process. Additionally, key departments occasionally do not participate in the IDP process, leading to a fragmented approach to decision-making and hindering integrated development goals. Secondly, the advertisements for public meetings did not reach the entire community, resulting in a lack of full participation and ownership of the IDP. Certain key government departments or stakeholders also chose not to participate, limiting the quality and quantity of information that could be consolidated. Thirdly, inadequate resource allocation was a significant limitation, as many priority projects identified in the IDP did not receive funding, leading to service delivery protests and unimplemented projects. Lastly, there was a lack of proper communication and induction in the IDP process, with stakeholders not being properly notified or informed, and communities not being effectively engaged or involved. The findings agreed with literature by Adonis & van der Walt, (2017); Mathebula, (2018); Asha & Makalela (2020) who highlighted the need for improvements in public participation, stakeholder engagement, resource allocation, and continuous dialogue throughout the IDP process to guarantee more successful and inclusive development planning.

The study also found that various challenges are faced in the IDP at Dr KKDM highlight several key problems. Firstly, there is a significant challenge of unavailability of funds and human skills. Limited budgets and the lack of funding sources hinder the municipality's ability to allocate sufficient resources for service delivery. Additionally, a lack of skilled personnel and poor planning further exacerbate the problem. Secondly,

there is a lack of interest from the public, leading to limited community participation in the IDP process. When communities are not actively engaged, there is a risk of investing in projects that do not align with their actual needs and priorities. Thirdly, there is a problem of duplication of processes and projects due to a lack of coordination and integration. This duplication results in inefficiencies and wastage of resources. Lastly, the lack of political will and effective leadership also poses a challenge. Political interference, changes in governance, and undefined objectives can disrupt project implementation and undermine the integrity of the IDP. These challenges collectively hinder the successful implementation of the IDP and the achievement of desired development outcomes.

The study also discovered that effective participation techniques and mechanisms were in place for the Dr Kenneth Kaunda District Municipality's Internal Displacement process. Several positive elements are shown by the findings on the methods and monitoring systems for public participation. Public consultations emerged as an existing participation strategy, with participants acknowledging their effectiveness in empowering communities and ensuring accountability. Ongoing consultations and continuous engagement with the community were highlighted, indicating the municipality's commitment to gathering feedback and adapting plans based on community needs. Marais & Dube (2010) as well as Dyum (2020) also argued that monitoring and regular review of the IDP were also emphasized, with participants noting the annual review process and ongoing monitoring consultations as successful practices. This demonstrates the municipality's recognition of the importance of assessing progress, identifying areas for improvement, and ensuring transparency and accountability in the implementation of the IDP. Furthermore, community meetings with stakeholders were mentioned as an effective means of communication, enabling the municipality to prioritize projects, address challenges, and minimize service delivery protests. The findings were consistent with Ben-Zeev, (2017), Blackburn, et al., (2018) & Rowe & Frewer (2017) who highlight the municipality's efforts to involve the community, promote dialogue, and foster a sense of ownership and cooperation in the IDP process.

One of the objectives was to suggest mechanisms/strategies should be taken to further strengthen or build capacity to allow for effective public involvement in the IDP. The participants highlighted several strategies to strengthen public involvement in the

Integrated Development Plan process. These include tallying municipal mission and objectives with the IDP, utilizing the Ward Development Plan (WDP), conducting IDP Representative Forum meetings, ensuring effective communication and recruiting qualified personnel, and properly utilizing scarce resources. Participants observed that when a municipality's goals and mission are in line with the IDP, planning becomes more cohesive and organised, which enhances capital investment and service delivery (Marais, 2017; Dyum, 2020). The use of the WDP helps identify community needs and prioritize them in the IDP. IDP Representative Forum meetings provide a platform for stakeholders to discuss and collaborate on IDP implementation. Asha & Makalela, (2020), Smith (2003) Gueli, et al., (2007), Hofisi (2014) & Southall (2020) agreed that effective communication and recruitment of qualified personnel enhance stakeholder engagement and government functioning. Proper utilization of scarce resources ensures efficient service delivery. Additionally, participants emphasized the importance of awareness and regulatory enforcement and suggested increasing the tenure of the IDP.

This study recommended several actions to address the limitations of IDP as a service delivery tool. Firstly, comprehensive awareness campaigns should be developed to educate the public about the IDP, its purpose, and the importance of public participation. This can be achieved through various communication channels, including public meetings, social media, local media outlets, and community engagement events. Secondly, efforts should be made to ensure accessibility by providing information and engagement opportunities in multiple languages and formats, while also utilizing digital platforms to enable online participation. Thirdly, a diverse range of engagement methods, such as online platforms, surveys, focus groups, and community workshops, should be employed to reach a broader range of residents and accommodate different demographic groups.

5.3 Conclusions

Based on the finding the following conclusions were made on each objective of the study.

5.3.1 Limitations of Integrated Development Plan process in Dr Kenneth Kaunda District Municipality

The study concluded that, although the IDP plays a crucial role in facilitating service delivery and inclusive development. It acts as a guideline for the municipality, identifying service delivery needs, setting priorities, and implementing strategies. The IDP fosters stakeholder participation, consolidates various plans, facilitates project implementation, and enables continuous reporting. However, the study also identified several limitations in the IDP process, including inconsistent public participation schedules, insufficient outreach to the community, lack of participation from critical sector departments, inadequate resource allocation, and ineffective communication and induction. These limitations hindered inclusive decision-making, community ownership, and the successful implementation of priority projects. To address these limitations, the study recommended improvements in public participation, stakeholder engagement, resource allocation, and communication to enhance the effectiveness and inclusivity of the IDP process in promoting sustainable development in the municipality.

5.3.2 Existing participation strategies and mechanisms in the IDP process in the Dr Kenneth Kaunda District Municipality

The study found that several significant challenges hinder the successful implementation of the IDP. These challenges include the unavailability of funds and human skills, limited community participation, duplication of processes and projects, and a lack of political will and effective leadership. These challenges collectively impede service delivery and the achievement of desired development outcomes. The study discovered that however, that several involvement tactics and procedures in the IDP process now in place have shown to be successful. Stakeholder meetings, continuous community involvement, public discussions, and monitoring and review procedures were cited as effective strategies. These strategies encourage collaboration, accountability, openness, and community empowerment when implementing the IDP. The report suggests resolving financial limitations, boosting community involvement, strengthening coordination and integration, and cultivating political will and capable leadership in order to address the issues noted. This means the municipality can overcome barriers and enhance the effectiveness of the IDP in promoting sustainable development and inclusive service delivery.

5.3.3 Mechanisms/strategies should be taken to further strengthen or build capacity to allow for effective public involvement in the IDP

The objective of making recommendations for methods or approaches to increase public participation in the Integrated Development Plan process produced a number of significant findings. First and foremost, better capital investment and service delivery result from coordinated and integrated planning, which depends on the municipal mission and objectives being in line with the IDP. The utilization of the Ward Development Plan (WDP) helps identify community needs and prioritize them in the IDP, promoting inclusivity and responsiveness. Conducting IDP Representative Forum meetings facilitates stakeholder collaboration and engagement in IDP implementation. Effective communication and the recruitment of qualified personnel enhance stakeholder engagement and government functioning. Proper utilization of scarce resources ensures efficient service delivery and resource allocation. Increasing the tenure of the IDP and emphasizing awareness and regulatory enforcement were also identified as important for promoting the longevity and effectiveness of the IDP process. The study concluded that implementing these strategies, the capacity for effective public involvement in the IDP can be strengthened, leading to more inclusive and sustainable development outcomes. Using the inputs of the community to prioritize projects/ programmes. The municipality should devise a strategy that makes use of its limited resources to cut down on service delivery backlogs. By making certain that they hire and designate skilled and capable individuals as leaders and offer skill development to their present staff members who are undertrained.

5.4 Recommendations

Based on the conclusions made on the study findings, the following recommendations were suggested;

- This study recommends the municipality to develop comprehensive awareness campaigns to educate the public about the IDP, its purpose, and the importance of public participation. Utilize various communication channels, including public

meetings, social media, local media outlets, and community engagement events to reach a wide range of residents.

- There is need to ensure that public participation processes are accessible to all residents, including marginalized communities and individuals with disabilities. Provide information and engagement opportunities in multiple languages and formats and consider utilizing digital platforms to enable online participation for those who may face physical barriers.
- This study further recommends that the municipality should employ a variety of engagement methods beyond traditional public meetings to reach a broader range of residents. This includes utilizing online platforms, surveys, focus groups, and community workshops to gather input and feedback. Tailor engagement methods to the needs and preferences of different demographic groups.
- There is also need to foster early engagement by involving the public in the IDP formulation process from the outset. Seek public input in the early stages of planning and problem identification to ensure that diverse perspectives and community desires shape the IDP process.
- This study recommends that municipality should provide training and capacity-building programs for both municipal officials and the public on effective public participation practices. Equip officials with the skills and knowledge to design and implement robust public participation processes, while empowering residents to meaningfully participate and contribute their insights.
- The municipality should strengthen feedback mechanisms through establishing clear and transparent mechanisms to provide feedback to the public regarding how their input influenced decision-making processes and the subsequent implementation of the IDP. This will foster trust and accountability between the municipality and the community.
- This study recommends that the municipality should foster partnerships and collaboration with civil society organizations, community groups, and businesses. Involve these stakeholders in the IDP process, creating opportunities for shared decision-making and leveraging their expertise and resources to enhance public participation.

- Last but not least, there is need to establish a monitoring and evaluation system to assess the effectiveness of public participation processes in the IDP. Regularly review and analyse the outcomes, impacts, and lessons learned from public participation initiatives. Use this information to continuously improve and refine future engagement strategies.

5.5 Areas for future study

This study investigated on the limitations of the Integrated Development Plan as a public participation tool in decision making in Dr Kenneth Kaunda District Municipality. This section suggests areas for future researches. For instance, further research may focus on the level of awareness among the public regarding the IDP and its purpose. Determine if residents in the Dr Kenneth Kaunda District Municipality are familiar with the IDP, understand its significance, and actively participate in the process. This study focused in the existing participation approaches, this leaves room for future studies to go an extra mile in examining factors that influence participation, such as socio-economic status, education level, and geographic location. Determine whether certain groups are systematically excluded or face barriers to participation. Additionally, future studies may employ other approaches and focus on examining the involvement of civil society organizations and the involvement of diverse stakeholders such as, community groups, and businesses as well as assess their influence on decision-making and whether their interests align with those of the broader public. This study was a qualitative study, future studies may adopt quantitative approach to measure the impact of public participation on decision-making outcomes and the subsequent implementation of the IDP. Evaluate whether public input leads to meaningful changes in policies, programs, and projects. Assess the municipality's responsiveness to public concerns and feedback. Future research may compare the IDP procedure in the Dr. Kenneth Kaunda District Municipality with that of other municipalities or areas, as this study concentrated on one case study, Dr. KKDM. Explore case studies from similar contexts to identify best practices, successful models, and lessons learned that can inform improvements in public participation.

5.6 Chapter summary

The final chapter five presents the summary, conclusions and recommendations of the study. Conclusions and recommendations are made based on the findings of the study. The chapter further provide recommendations and suggesting areas for future study. The study identified limitations in the Integrated Development Plan process, including inconsistent public participation, lack of sector department involvement, inadequate resource allocation, and ineffective communication. However, it also found existing successful participation strategies such as public consultations and stakeholder meetings. To strengthen public involvement in the IDP, the study recommended improving public awareness, accessibility, and engagement methods, fostering early engagement, providing capacity-building programs, establishing feedback mechanisms, fostering partnerships, and implementing a monitoring and evaluation system. These recommendations aim to enhance the effectiveness, inclusivity, and sustainability of the IDP process, leading to improved service delivery and community development in the municipality.

The chapter also covered areas for future research on the IDP include assessing public awareness and understanding of the IDP, examining factors that influence participation, investigating the involvement of different stakeholders and their influence on decision-making, measuring the impact of public participation on decision-making outcomes and implementation, evaluating the municipality's responsiveness to public concerns, conducting comparative analyses with other municipalities or regions, and exploring case studies to identify best practices and lessons learned. These fields of study would advance knowledge on public involvement in the IDP process and provide guidance for improving its efficacy in advancing inclusive development.

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APPENDICES

APPENDIX A: PARTICIPANT CONSENT FORM

Title of project: Limitations of the Integrated Development Plan (IDP) as a public participation tool in decision making at Dr Kenneth Kaunda District Municipality.

Name of researcher: Tebogo Sarah Ramone.

I,, agree to participate in this research project.

I agree to the following:

(Please circle the relevant options below)

(a) The research study was explained to me. I understand what this study is about. YES NO

(b) I understand that I can volunteer to take part in the study YES NO

(c) I agree that the interview may be audio recorded YES NO

(d) I agree that direct quotations from my interview may be used by the researcher in their research report. YES NO

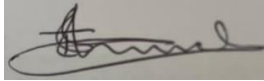
(e) I agree that my participation will remain anonymous (my name) will not be used by the researcher in their research report. YES NO

I agree that other researchers may use the information I provide in my interview (depending on their own ethics clearance being obtained) but my name and any personal information will not be used or passed on YES NO

..... (signature)

..... (name of participant)

..... (date)



Tebogo Sarah Ramone.

25 August 2023

APPENDIX B : LETTER SEEKING PERMISSION



University of the Witwatersrand

Private Bag 3 Wits 2050

Johannesburg

South Africa

Tel: +27 (0)11 717-1000

25 August 2023

Dear Sir / Madam

My name is Tebogo Sarah Ramone. I am a Masters student in in the Faculty of Commerce, Law and Management, School of Governance at the University of the Witwatersrand, Johannesburg. My supervisor is Mr. Matlala Setlhalogile. I am conducting a research study about identify the limitations/the extent of public participation in the Integrated Development Plan (IDP) process as a service delivery tool at Dr Kenneth Kaunda District Municipality in accordance with South African regulations and to make suggestions for improvement. The study title is “*Limitations of the Integrated Development Plan (IDP) as a public participation tool in decision making in Dr Kenneth Kaunda District Municipality.*”

I am inviting you to take part in an interview. If you decide to take part, your participation in this research study will last about 45 minutes. The interview will take place physically, at a mutually convenient place and time such as during break or lunch time depending on your availability and preference place and time.

With your permission, I would like to audio record the interview. This data will be stored in cabinet locker five years and will be deleted thereafter five years. Only the researcher and no third party will have access to the data.

During the research activity, I will need to ask for some personal information about you, including, gender, age, highest level of professional qualification and work experience. The interview will be confidential and anonymous. When I share the results of the research study, I will not include your name or anything else that could identify you. With your permission, other researchers may use the data collected from this research study, but your name and any personal information will not be used or passed on.

If you decide to take part in the research study, it should be because you want to volunteer. You do not have to take part. You can stop being in the study at any time. You do not have to answer any questions if you do not want to. You will not get any direct benefits if you choose to join the research study. You will not lose any services, benefits or rights you would normally have if you decide not to join. Taking part in the research study will not cost you anything. You will not be paid for being in this research study.

This research study will be written up as a research report. The report will be available on the university library website. If you would like to receive a summary of this report, I will be happy to send it to you.

If you have any questions during or afterwards about this research study, feel free to contact me or my supervisor on the details listed below. If you have any concerns or complaints about the ethical procedures of this research study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email hrecnon-medical@wits.ac.za.

Yours sincerely,
Tebogo Sarah Ramone

Researcher:
Tebogo Sarah Ramone

Wits email: 2418683@students.wits.ac.za

Supervisor:

Full name: Mr. Matlala Setlhalogile

APPENDIX C: PERMISSION TO CONDUCT STUDY GRANTED

**DR. KENNETH
KAUNDA**

DISTRICT MUNICIPALITY



Private Bag X 5017, Klerksdorp, 2570, Tel: +27 18 473 8000, Fax: +27 18 473 8094

Website: www.kaundadistrict.gov.za, mmsecretary@kaundadistrict.gov.za Civic Center, Patmore Road, Orkney

Our Reference: 4/2/1/9	Enquires: MJ Ratlhogo
Your Reference:	Date: 24 August 2023

24 August 2023

TO: TEBOGO RAMONE

REQUEST FOR PERMISSION TO CONDUCT A STUDY ON: LIMITATIONS OF THE INTEGRATED DEVELOPMENT PLAN (IDP) AS A PUBLIC PARTICIPATION TOOL IN DECISION MAKING AT DR KENNETH KAUNDA DISTRICT MUNICIPALITY.

We hereby acknowledge receipt of your request to conduct research as part of your academic requirements.

Mrs. T Ramone please note that Dr. KKDM accepts your request and grants you permission to conduct academic research as requested.

We humbly request that you provide us with a copy of your findings post completion of your research within Dr Kenneth Kaunda District Municipality.

For more information please contact; Manager: Strategic and Planning Unit, Mr. T Mokatsane at 082 809 6120 or 018 473 8114 Email: Mokatsanet@kaundadistrict.gov.za

Regards



MOKGATLHE J. RATLHOGO

MUNICIPAL MANAGER

