

Community Participation Conundrum in the Winnie Madikizela Mandela Local Municipality Integrated Development Plan: Exploration of an Enhanced Future

Mandisi Matyana¹, RM Mthethwa²

¹Department of Public Administration, University of Zululand
mandisimatyana[at]gmail.com

²Professor, Department of Public Administration, University of Zululand
mthethwar[at]unizulu.ac.za

Abstract: *Local government is the backbone of service delivery across the globe. The lack of service delivery has prompted an increase in violent protests across the country. As a result, municipalities in South Africa are under enormous pressure to deliver effective and efficient services to their communities. This paper seeks to analyse the provision of municipal services to the citizens at Winnie Madikizela Mandela Local Municipality, which is facing serious levels of poverty and poor service delivery. The paper aims to explore the community participation conundrum at Winnie Madikizela Mandela Local Municipality to enhance service delivery. A qualitative research methodology was adopted to gather data. Furthermore, an extensive literature review was conducted on the challenges of community participation at the identified local government. The findings revealed that community participation is poor at Winnie Madikizela Mandela Local Municipality due to, inter alia, limited community participation in local government affairs, adoption of Integrated Development Plans (IDPs), lack of communication and openness between the municipality and the community and loss of hope in the ruling party. These issues are said to have resulted in maladministration, fraud and corruption which culminates in failure to deliver effective and efficient services. This impacts negatively on the lives of the citizenry because they are forced to live in untenable conditions due to poor service delivery. The study recommends that an independent community office or body for South African municipalities be established to enforce community participation and members of the council (councillors) be coerced to consult and account to their communities of the circumstances in the municipality. This could enhance transparency and accountability among South African municipalities and provide an impetus in service delivery. Consequently, public participation could be revitalised in local government.*

Keywords: Winnie Madikizela Mandela Local Municipality, service delivery, public participation, community, municipality

1. Introduction

Globally, local government remains vital in the lives of many constituents in the 21st-century because their primary purpose is to render services to the local inhabitants. In South Africa, these services are recognised in Schedule 4 and 5-part B of the Constitution. This sphere is mandated to provide and maintain services towards community development (DCLG, 2006). Local authorities are provided with the freedom to make decisions to enhance the living conditions of its citizenry. These decisions must be made through extensive community participation to ensure responsiveness and openness.

Winnie Madikizela Mandela Local Municipality (WMMLM) is categorised as a Group B municipality located in Bizana at Alfred Dzo District Municipality. Local municipalities are rural-based and depend primarily on national and provincial grants to provide goods and services to the communities. All municipalities in South Africa are mandated by Chapter 5 of the Municipal Systems Act (2000) to adopt an Integrated Development Plan (IDP) as a mechanism to deliver municipal services to the communities under their jurisdiction, which can be executed through community consultation. Municipalities are also required to ensure public participation, effective and efficient service

delivery, and provide a democratic and accountable government as mandated by the Constitution of South Africa (1996) (Constitution), Chapter 7 Section 152. IDPs structure the mainstay of municipal service delivery in South Africa, that is, all activities and services must be delivered as identified in the respective municipalities. Municipalities should utilise IDPs as a tool to inhibit unemployment, eradicate poverty and boost local economies in their respective areas of jurisdiction (Selepe, 2017). IDPs should ensure successful implementation of municipal objectives (Section 152 of the Constitution) and also serve as a vehicle to implement and manage national and provincial goals at a local level (Madumo and Koma, 2019).

Mahlinza (2013) states that an IDP should promote community participation in local government to enhance service delivery. Limited community consultation and manipulation of IDPs remains a challenge in most municipalities throughout South Africa. An IDP is a strategic programme, which connects and integrates specific municipal plans. It is also a mechanism to implement the annual budgets (Municipal System Act, 32 of 2000). Therefore, public participation is very vital during its adoption and management phase.

Diverse legislation (refer below) was introduced by the African National Congress (ANC) in 1994, which supports

community participation in IDPs and fair practice in local government affairs, such as elimination of maladministration practices, fruitless expenditure, and the lack of transparency and accountability.

- Constitution of South Africa (1996)
- Municipal Systems Act (2000)
- Municipal Structures Act (1998)
- *White Paper on Public Service of 1998*
- Batho Pele principles of 1997
- Strategic Agenda of the municipality

Despite the afore-listed legislation, multiple municipalities throughout South Africa perform poorly, engage in improper management practices, for example, fruitless expenditure, and manipulation of IDPs to acquire political interests and pressure due to the lack of community participation in government affairs (Managa, 2012). WMMLM is one of those municipalities which is considered one of the poorest performers in the Eastern Cape province. Nwafor (2016: 172) postulates that poor community participation and low levels of economic and social development enhancement due to poor service delivery is pertinent in WMMLM. Govender and Nwafor (2019) assert that WMMLM inhabitants experience poor service delivery due to intra-party disagreements within the municipality and acts of unethical practices in the municipality. The poor service delivery in WMMLM affects the communities well-being (contributes towards poverty). This paper, therefore, assessed community participation in WMMLMs IDP to enhance service delivery. Furthermore, the extent in which the municipality promotes community participation during the formulation of its IDP and management phase is investigated.

2. Literature Review

The South African Constitution of 1996, Chapter 7 Section 152, mandates municipalities to undertake the following five objectives:

- Economic and social development
- Providing services
- Ensure health and safety in their jurisdiction
- Provide public participation
- Accountable government

Formulation of municipal IDPs should achieve local government objectives as outlined in the Constitution, Section 152. Chapter 3 of the Constitution promotes intergovernmental relations. Furthermore, formulation of the IDP should, therefore, implement the plans and targets of the three spheres of government, while also serve as a mechanism to implement the municipal annual budget (Municipal System Act, 32 of 2000).

The MSA (2000), Chapter 4 requires municipalities to create an environment within which communities can participate in government affairs. This includes the formulation of the IDP and its publication, implementation, and overview. Cele (2015) defines community participation as a process of involving community stakeholders in decision-making, especially matters which affect their well-being economically, socially, or politically. Community

participation is a system which public officials should utilise to interact with their stakeholders to ensure service provision (Cele, 2015: 2). Community participation in the formulation of the IDP is important for the WMMLM because the communities can have an opportunity to request the expected services from the municipality.

Erfteimeijer and Bualuang (2002: 27) posit that local projects and services are more successful if the community is involved in the decision-making processes. Kilewo and Frumence (2015) contend that community participation might fail due to poor communication among the parties involved, as well as a lack of information. Moreover, community participation could also fail if the parties involved are unaware of their roles. A lack of management capacity may also result in failure of community participation (Winkworth *et al.*, 2009; Ababio, 2004). These challenges have contributed towards poor community participation at WMMLM. This paper identified the extent to which WMMLM promotes community participation in the formulation and management of the IDP.

The lack of community participation in local government affairs results in poor service delivery and inconsistencies (Nwafor, 2016; Shabangu & Madzivhandila, 2017; Mamokhere, 2019). WMMLM experiences has huge service delivery inequalities, which causes harm to its inhabitants because the living conditions are unsuitable. Each municipality in South Africa is mandated to provide equal services to its communities (Jili, 2012). The WMMLM population is 319 948, translating to 61 383 households. Of the total households, 71.8% (44 073) have access to electricity; access to water access is only 0.6% (368) and households have access to in-pipe water inside their yard or homes; only 0.6% (368) of the households have access to flushing toilets; 1.4% (859) have access to refuse removal services; while 21 173 households have formal dwellings in this municipality. The entire population resides on traditional and informal dwellings (IDP 2017/ 2022). This paper endeavoured to investigate community participation in the IDP as well as establish service delivery inconsistencies faced by the municipality.

2.1 Community participation in the Integrated Development Plan: Challenges

Chapter 4 of the MSA stipulates on the significance of community participation in the IDP. Community participation is defined as the process where the affected parties in municipal affairs is provided with an opportunity to participate, comment, and raise concerns on the relevant application (Naidoo & Ramphal, 2018). Inadequate community participation results in poor service delivery, therefore, several municipalities encounter an elevated level of community protests, which result in high levels of service delivery backlogs (Patel, 2001: 2; Naidoo & Ramphal, 2018: 83). Various reasons exist for failure in community participation in the formulation of the IDP. This section expounds on these factors.

2.1.1 Poor communication and lack of information

Most local communities engage in strike action because they feel excluded from participating in government affairs, for

example, decision-making and accountability by councillors who represent them in the municipality (Managa, 2012). Managa also posits that the exclusion of communities in the IDP is in conflict with Chapter 4 of the MSA, which prescribes sound interaction between the municipality and the communities. Ward councillors should communicate and consult all IDP, budget and community related matters. According to Kanyane (2019), the communication must be maintained in all municipal wards on the stages of IDP management. Failure may harm service delivery, as well as advance protests in the jurisdiction (Chauke & Mathebula, 2019).

2.1.2 The power struggle in politics

Govender and Nwafor (2019) postulate that WMMLM experiences poor service delivery because of intra-party disagreements within the municipality and unethical municipal practices. Generally, tension arises in public institutions because of political differences, which contributes towards weakening state capacity to deliver services (Mourad & Piron, 2016: 14). They affirm that municipal political conflict could influence communication with the citizenry.

2.1.3 Lack of awareness and responsibilities

In local government, communities, and officials need to be aware of the correct paths and responsibilities in IDP. Effective engagement in any environmental challenge depends on the awareness between the communities and relevant officials or authorities (Kiessling, Salas, Mutaoglu & Thiel, 2017: 83).

2.1.4 Lack of management capacity

Participation in local governance should be facilitated through capacity building, where the community can participate in planning, and matters related to local stability (Cuthill & Fien, 2005: 64). Capacity-building should be conducted to ensure enhanced service delivery, however, Managa (2012: 03) contends that a lack of adequate skilled staff has resulted in many of the communities remaining in poverty. Furthermore, the lack of adequate staff harms service provision because the municipal officials do not have leadership skills to manage funds allocated to the municipality (Managa, 2012).

2.1.5 Transparency and accountability

Section 195 of the Constitution outlines the principles which governs public administration. These principles serve as an initial condition of information of the state and scientific processes (Baranov, 2019). Transparency and accountability should be principles to change governance, enhance services, and inhibit corruption (Rasmini & Masdiantini, 2018). Each local municipality should promote fair application of principles of public administration. The Constitution stipulates in Section 195, to enhance service delivery in areas of jurisdiction.

2.2 Community participation in Integrated Development Planning: Benefits

When the municipality ensures greater community participation in the IDP process and management, service delivery is enhanced. The municipality acts in the best

interest of its communities. Scholars have articulated benefits of greater community participation in the IDP process. According to Schafer (2019: 01), public engagement and participation are critical components of governance and public administration.

According to Creighton (2005) cited in Maphazi *et al.* (2013), community participation in an IDP process has abundant benefits for the municipality because it improves decision-making. It also supports the municipality's strategic methods to eradicate delays in service delivery. Creighton posits that community participation in the IDP increases, while maintaining municipal credibility of public concerns anticipated to allow development throughout civil society.

Community participation in IDP also ensures that the eradication of a dictatorial leadership style in government affairs (Masango, 2002) because municipal officials tend not to abuse power in their daily functions and duties. Communities may improve the quality of municipal services by placing pressure on local officials through their collective voice (Rolfe, 2016: 101). Moreover, community participation can be a system to address the democratic deficit by re-engaging the public in democratic practices (Rolfe, 2016: 101).

Participation in local governance has great benefits for its jurisdiction because it is conducted in small areas where citizens have an opportunity to participate in national objectives conducted by local government (Einstein, Palmer & Glick, 2019). Community participation also allows enhanced transaction of socio-economic concerns for previously disadvantaged communities and individuals (Einstein, Palmer & Glick, 2019: 02). These benefits enhance the well-being of citizens if implemented properly in a municipality. This paper investigated community participation in the IDP process at WMMLM to measure the level of contentment among the inhabitants.

2.3 Participatory democracy theory

This theory was developed during the 1960s and 1970s by MacPherson and Pateman Carole. This theory focuses on maximum citizen participation in self-government; focus is beyond participation in political affairs; including the well-being of households and the workplace (Hilmer, 2010). Sibiyi (2016) holds that in a participatory democracy, the community should control decisions taken by a representative in local government affairs. Furthermore, that person should work towards addressing community concerns. This theory also focuses on equal participation through decision-making in government affairs to avoid service delivery bias. Equality in decision-making enhances decision-making outcomes (Sibiyi, 2016).

This theory could be linked to a South African perspective where the citizenry votes for their leading political parties at the national, provincial, and local spheres of government. Political parties are expected to appoint public personnel to manage public institutions; implement policies; and play a mediatory role between the government and its citizenry (Scarow, 1967). In South Africa, the citizenry votes every five years for the political parties of their choice.

This theory applies to this article because the WMMLMs ruling party, ANC, was voted for by the communities in Bizana, and influences community service delivery. Voted councillors need to visit their wards during the IDP process to acquire details of the citizens need, and concerns related to services they would like delivered. This theory enables one to comprehend the extent to which WMMLM councillors engage or visit their wards during the adoption of the municipality's IDP. This includes efforts by the councillors to enhance service delivery within their wards.

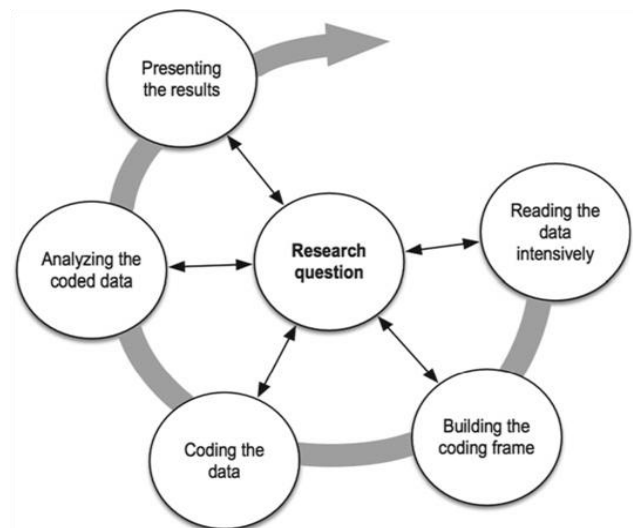
3. Research Methodology

This section explains the research methodology which was adopted for the study. According to Mthethwa (2017), research methodology entails how scientific research will be conducted in a particular study. Furthermore, to produce varied and valid results for a particular study, sound research practices or requirements should be adhered to and comprehended. The research methodology serves as a guide of how to produce meaningful results from the proposed study. Furthermore, a research methodology also defines the logic behind techniques and methods employed in a study (Welman, Kruger & Mitchell, 2005). This study adopted the qualitative research methodology to gather data from the participants through semi-structured interview questions which were prepared by the researcher.

According to De Vos *et al.* (2011), the qualitative methodology adopts non-statistical measures to collect data from small samples, which are selected purposely. According to Nambira (2017: 93), qualitative research focuses on interpretation, description or translation of a certain phenomenon to provide a greater, and meaningful picture. The methods employed in a qualitative study are fundamentally descriptive because these are useful to describe certain cases. Qualitative research methods explains how individuals observe the world. These methods can be defined as resources which can be employed to observe a certain situation and discern aspects of social life (Miller & Dingwall, 1997). This research methodology was adopted to gather data from the sampled citizens in the WMMLM.

3.1 Systematic approach

In qualitative research, the researcher has a central interest to identify the best meaning and the symbolic content of the gathered data from verbal communications, texts, models, and pictures (Mthethwa, 2017). The interest of the research is embedded in the analysis and interpretation of the gathered data from the aforementioned components. A systematic method is, therefore, needed to filter unnecessary data gathered during the data collection process and retain only sound, relevant, and useful data for the study. The data for this article was collected through semi-structured interviews.



Five stages of content analyses

Source: Kuckartz (2019)

The aforementioned system was adopted to analyse the gathered data acquired from the interviews. According to Kuckartz (2019), the researcher must incorporate the research questions as the core. Components, such as reading, coding, and analyses of coded data, are peripheral to acquire valid and relevant information for the study. Adoption of this system enabled the researcher to achieve the primary aim of the study and flexibility to analyse the findings. The responses received from the participants is discussed in the next section.

4. Discussion of Findings

This section summaries the findings of the study gathered from three Winnie Madikizela Mandela Local Municipal wards, which differs due to the municipal services they provide.

4.1 Understanding Integrated Development Planning and applicable processes for formulation

Selepe (2017) posits that the significance of IDPs on local government, that is, municipalities must utilise IDPs as a central approach to fight unemployment, poverty and boost local development within their jurisdictions. This does not happen in isolation; it challenges the municipalities to constantly consult with their communities during the IDP process so that effective steps can be adopted and maintained. This process is called community participation in the IDP process. According to Mahlinza (2013), community participation in IDP is vital in local government to enhance service delivery. Chapter 4 of the Municipal Systems Act stipulates the processes South African municipalities must adhere to during the IDP process. These processes aim to ensure that the voices of the communities influence the decisions taken by the municipal officials (Maphazi *et al.*, 2013). The findings revealed that the WMMLM communities comprehend the crucial role of an IDP to enhance service delivery, however, not all of them understand the applicable processes to formulate the processes. This discourages proper community consultation. Unfortunately, the municipality has taken no steps to overcome this concern and the communities blame the

officials for not being transparent or inform them of awareness programmes and significance of the IDP processes.

4.2 Participation in Integrated Development Plan formulations

Citizen participation in the formulation of the IDP process is vital to ensure coordination between the community and the government, particularly, with local government, but not limited to the national and provincial spheres (Naidoo & Ramphal, 2018). An IDP serves as a vehicle to implement national and provincial goals at a local level and managed by the local municipalities (Madumo & Koma, 2019). With extensive community involvement in the IDP formulation process, services are delivered efficiently. There is no partiality among municipal officials in the decision-making process concerning service delivery. This is stipulated in Chapter 7 Section 152 (e) of the Constitution that municipalities must ensure that the communities are involved in local governance matters.

Community participation in the IDP formulation process is poor at WMMLM as revealed by the findings. The communities are discouraged because they claim that the municipality does not consider their concerns and ideas and they complain about the same issues repeatedly. This poor community member attendance in the IDP process at WMMLM is as a result of disillusionment towards the municipality. This is adverse for service delivery, and discourages openness in governance, because the citizens are unaware of the developments in the municipality.

4.3 Participation in municipal Integrated Development Planning: Challenges

Each system or action has its advantages and disadvantages- the same applies to the IDP formulation process. When WMMLM community members were asked about the challenges they encountered during the IDP formulation process, they highlighted the challenges indicted below. Several citizens were furious of how the municipality manages the IDP formulation processes.

4.3.1 Prejudice on decision-making

Formulation of the IDP must be an open process for each citizen in the municipal area of jurisdiction (MSA, 2000). According to MSA (2000), the municipality must establish and adopt open processes to facilitate community participation in the IDP. Failure by a municipality to adhere to this requirement may result in discontent amongst the members of the community. When the participants were requested to identify challenges encountered during the IDP formulation process, they revealed that they encountered prejudice in decision-making. They complained that their input was not considered seriously by the municipal officials. Furthermore, the municipal officials pay attention to the members of the ruling party-ANC, and selected individuals who are better off because of their financial resources. This attitude mentioned above compromises service delivery. Therefore, the MSA discourages such action. The issue of not considering the community member's input equally because they belong to other

political parties, proves the findings by Govender and Nwafor (2019) that WMMLM delivers poor performance because of intra-party differences. According to Mourad and Piron (2016: 14), these differences are unfavourable for effective service delivery.

4.3.2 Poor maintenance of standard communication

The central aim to promote community participation in the IDP formulation process is to ensure standard communication in the municipal jurisdiction and all constituents be made aware of the actions taken by the municipality. According to Kanyane (2019), communication must be maintained in all wards of the municipality and at all stages, because failure may inhibit service delivery, and thereby prompt protests in the jurisdiction (Chauke and Mathebula, 2019).

When the WMMLM community members were asked about the challenges they encounter in the IDP formulation process, they revealed that the municipality fails to communicate all the stages of the process. They observed that they are only consulted once because they are mandated by the Constitution. Thereafter, no updates or feedback is provided. The citizens believe that the municipal methods of communication differ among the wards, hence development of each is inconsistent. Citizens from ward 28, which is one of the poorer wards were furious when this question was posed, because they feel that they are not considered fairly by the municipal officials.

All municipalities in South Africa must respect the principles of public administration as enshrined in Section 195 of the Constitution. These principles encourage transparency and accountability in local governance. According to Baranov (2019), these principles must be respected by all organs of the state, including the municipalities. Rasmini and Masdiantini (2018) posit that a lack of transparency and accountability in a municipality leads to corruption. Municipalities must maintain effective communication with their communities at all times, particularly in the IDP process and management to meet the community's needs.

4.3.3 A lack of awareness

The community members also expressed that they do not readily participate in the IDP process because they lack knowledge thereof. They acknowledged they do not understand the proper IDP processes. This results in municipal officials taking advantage of the circumstances because they only listen to their colleagues. They acknowledged that they lack an understanding of municipal Acts and legislation to substantiate their arguments and ideas.

When a community lacks awareness of what services should be rendered, it results in service delivery challenges. According to Kiessling, Salas, Mutafoğlu and Thiel (2017: 83), municipal officials and community members must be aware of their duties and roles in the IDP process and its implementation. This action would enhance checks and balances of the IDP process and its management. Community participation in the IDP process is vital because it benefits the community in diverse ways, for example,

eliminates dictatorial leadership style in the municipality, inhibits unnecessary delays, coincides with cost-effective methods, while also solve community-related socio-economic concerns. The municipalities must consider community participation seriously. WMMLM must work tirelessly to overcome these challenges identified by the citizens to enhance IDP participation and overcome poor service delivery due to the lack of involvement in the process.

5. Recommendations

The following recommendations are based on the findings, which is to ensure enhanced community participation in the future for all municipalities in South Africa.

5.1 Communication and community engagement

The findings revealed that proper communication between the members of the community and the municipal officials is lacking at WMMLM. Most inhabitants are discouraged of how the municipality is managed and poor levels of service delivery. The communities claim that municipal officials promise services, however, they fail to deliver as well as inform them of the reasons. This inappropriate action has limited community participation in the IDP meetings. Therefore, the citizenry has lost hope in their municipality. Members of the community believe that the lack of communication of IDP related matters results in failure to implement the process properly.

The study recommends the establishment of an independent community office or body within South African local municipalities. This office/body will compel councillors to account to their communities. The office/body must also conduct oversight duties over the municipal councils. There should be a clear time frame within which this body implements specific binding work schedules to conduct the oversight.

This office/body must also have a clear framework to compel councillors to consult with communities during the formulation of the IDP, in conformance with the stipulations of the Constitution, MSA (Municipal Systems Act), and WPLG (White Paper on Local Government). This body could comprise of members from the provincial sphere of government, local political parties, and community members. They must be appointed on merit and selected equitably (no majority rule must apply), to enhance competitiveness. This will help to enhance transparency and accountability within South African municipalities and provide impetus towards effective and efficient service delivery.

5.2 Awareness

The findings also revealed that proper formulation of the IDP has failed at WMMLM because of the lack of awareness between the community and the municipal officials. The communities are affected the most because they lack an understanding of local government. They sense that they are being taken advantage of by the municipal officials. Their arguments are decrepit; hence they lack an

understanding of municipal relevant legislation and policies. They are unaware of which application processes to follow when adopting an IDP, and how important it is towards their circumstances.

The study recommends awareness of local government for municipal officials, councillors, and the community. This could enhance their role and skills in the formulation and management of the IDP. The study proposes that this action should be taken by unemployed graduates with local government-related qualifications at tertiary level. This awareness must be implemented through community visits, workshops, short courses, and online learning. The National School of Government (NSG) must facilitate this action. It aligns with its mandate, which is to promote good public sector capacity through the promotion of education among government participants to ensure that state objectives are achieved.

6. Conclusion

Although South Africa acquired democracy in 1994, local municipalities, which are mandated to eradicate poverty and manage developmental issues related to unemployment through the provision of services to its communities, limited progress has been made nationally. Municipal functions must continue to be guided by legislative frameworks at all times due to the nature of their operation, that is, conduct regular checks and balances to ensure effective and efficient utilisation of public funds. The Integrated Development Plan must be executed properly and free of bias. Furthermore, IDP's must be responsive to the people's needs and developmental challenges. Therefore, it is very important that members of the community voices are preserved as the key point of departure in order to overcome poor service delivery issues, municipal councillors (council) must be competitive, equipped with merit and serve with dedication because they are empowered with both legislative and executive authority. However, this dedication is also not limited to administration because the officials play a principal role in the implementation of the municipal objectives. These role players (council and administration) must respect the boundaries of work such as to avoid a duplication of their mandated duties. Failure to do so could result in poor service delivery. In conclusion, this paper investigated community participation in the Winnie Madikizela Mandela Local Municipality formulation of the IDP, and explored how to enhance future participation in the process. The findings revealed that South African municipalities need to manage the IDP process effectively and equitably to ensure acceleration of service to its communities.

References

- [1] Ababio, E. P.2004. Enhancing community participation in developmental local government for improved service delivery. *Journal of Public Administration*, 39 (2), pp.272-289.
- [2] Baranov, A.2019. The public administration principles in the formation of the modern public management and administration in Ukraine. *LegeaşiViaţa*, 334 (10/2), pp.7-10.

- [3] Cele, D.2015. *Public participation in service delivery at uMhlathuze Municipality* (Doctoral dissertation, University of Zululand).
- [4] Cuthill, M. &Fien, J.2005. Capacity building: Facilitating citizen participation in local governance. *Australian journal of public administration*, 64 (4), pp.63-80.
- [5] De Vos, A. S., Strydom, H., Fouche, C. B. & Delport, C. S. L.2011. *Research at Grassroots: For The Social Sciences and Human Service Professions* (4thed). Pretoria. Van Schaik Publishers.
- [6] Einstein, K. L., Palmer, M. & Glick, D. M.2019. Who participates in local government? Evidence from meeting minutes. *Perspectives on Politics*, 17 (1), pp.28-46.
- [7] Erftemeijer, P. L. A. & Bualuang, A.2002. Participation in local communities in mangrove forest rehabilitation in Pattani Bay, Thailand: learning from successes and failures. In *Strategies for wise use of wetlands: Best Practices in Participatory Management. Proceedings of a workshop held at the second international conference on wetlands and development (November 1998, Dakar, Senegal)*. Wetlands International, IUCN. Wageningen, Netherlands: WWF Publication (Vol.56, pp.27-36).
- [8] Govender, I. & Nwafor, C.2019. July. Factors Influencing Community Protests in The Mbizana Municipality South Africa. In *Proceedings of International Academic Conferences* (No.8711572). International Institute of Social and Economic Sciences.
- [9] Hilmer, J. D.2010. The state of participatory democratic theory. *New Political Science*, 32 (1), pp.43-63.
- [10] Integrated Development Plan of Mbizana Local Municipality 2017 /22 financial year.
- [11] Jili, N. N.2012. *The perceptions of youth on service delivery violence in Mpumalanga Province* (Masters theses) University of Zululand.
- [12] Kiessling, T., Salas, S., Mutaoglu, K. &Thiel, M.2017. Who cares about dirty beaches? Evaluating environmental awareness and action on coastal litter in Chile. *Ocean & coastal management*, 137, pp.82-95.
- [13] Kilewo, E. G. &Frumence, G.2015. Factors that hinder community participation in developing and implementing comprehensive council health plans in Manyoni District, Tanzania. *Global health action*, 8 (1), p.26461.
- [14] Kuckartz, U.2019. Qualitative text analysis: A systematic approach. In *Compendium for early career researchers in mathematics education* (pp.181-197). Springer, Cham.
- [15] Mahlinza, N. C.2013. Role of public participation in the Integrated Development Plan in local government: the case of. Municipality, N. M. B.
- [16] Mamokhere, J.2019. An exploration of reasons behind service delivery protests in South Africa: A case of Bolobedu South at the Greater Tzaneen Municipality. International Conference on Public Administration and Development Alternatives (IPADA).
- [17] Managa, A.2012. Unfulfilled promises and their consequences: A reflection on local government performance and the critical issue of poor service delivery in South Africa.
- [18] Maphazi, N., Raga, K., Taylor, J. D. & Mayekiso, T.2013. Public participation: A South African local government perspective.
- [19] Masango, R.2002. Public Participation: A Critical Ingredient of Good Governance. *Politeia*, 21 (2): 52–65.
- [20] Miller, R. & Dingwall, K.1997. *Research Methodology*. London: Sage
- [21] Mourad, L. & Piron, L. H.2016. Municipal Service Delivery, Stability Social Cohesion and Legitimacy in Lebanon an Analytical Literature Review. *Refugee Research and Policy in the Arab World*.
- [22] Mthethwa, R. M.2017. *Evaluating the implementation of the Child Support Grant in South Africa: the case of KwaZulu-Natal Province* (Doctoral dissertation, University of Pretoria).
- [23] Naidoo, S.2017. *The South African Criminal Law's response to the crimes of fraud and corruption within local government* (Doctoral dissertation, University of Pretoria).
- [24] Naidoo, C. & Ramphal, R. R.2018. The factors that affect public participation for effective municipal service delivery: A case of ward committees. *South African Journal of Industrial Engineering*, 29 (4), pp.82-93.
- [25] Nambira, Dr G.2017. *Research methodology*. Namibia, University of Science and Technology.
- [26] Nwafor, C. U.2016. Factors influencing community protests in the Mbizana Municipality (Doctoral dissertation).
- [27] Patel, Z.2001. Rethinking sustainable development: Power, policy and practice in South Durban
- [28] Rasmini, N. K. &Masdiantini, P. R.2018. Fiscal Decentralization, Internal Control System, Accountability of Local Government and Audit Opinion. *JurnalIlmiahAkuntansi dan Bisnis*, pp.123-132.
- [29] Rolfe, S.2016. Divergence in community participation policy: analysing localism and community empowerment using a theory of change approach. *Local Government Studies*, 42 (1), pp.97-118.
- [30] Schafer, J. G.2019. A systematic review of the public administration literature to identify how to increase public engagement and participation with local governance. *Journal of Public Affairs*, 19 (2), p. e1873.
- [31] Sibiya, L. M.2017. Institutional arrangement to support the functionality of ward committees in uMhlathuze Local Municipality and eThekweni Metropolitan Municipality, Kwa-Zulu-Natal Province (Masters dissertation, University of Zululand).
- [32] Shabangu, N. C. &Madzivhandila, T. S.2017. Equity or equality? Public service delivery and community development in South Africa. *Journal of Public Administration*, 52 (3), pp.537-547.
- [33] Welman, C. Kruger, F. & Mitchell, B.2005. *Research Methodology* (3rd ed). Cape Town South Africa. Oxford University Press. Winkworth, G., Healy, C., Woodward, M. & Camilleri, P. J.2009. Community capacity building: learning from the 2003 Canberra bushfires.