

AN ASSESSMENT OF THE EXTENT TO WHICH
COMMUNITY BASED PLANNING IS EFFECTIVELY USED TO
IDENTIFY VIABLE AND SUSTAINABLE LOCAL ECONOMIC
DEVELOPMENT PROJECTS AS PART OF MUNICIPAL
INTEGRATED DEVELOPMENT PLANNING IN BUFFALO
CITY MUNICIPALITY

By

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Submitted in fulfilment / partial fulfilment of the requirements for the
degree of Masters in Development Studies to be awarded at the Nelson
Mandela University

April 2011

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DECLARATION BY CANDIDATE

I, Mncedi Ngamlana, student number 202306976, hereby declare that the treatise/ dissertation/thesis for Students qualification to be awarded is my own work and that it has not previously been submitted for assessment or completion of any postgraduate qualification to another University or for another qualification.

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ABSTRACT

The aim of this study is to investigate public participation mechanisms employed by Buffalo City Municipality and the extent to which these mechanisms influence municipal planning. The study highlights the extent to which the municipality's development processes and programs are informed by the views of its citizens. This study also provides some useful insights into the extent to which the municipality is complying with legislative requirements for public participation in community-related projects.

The approach was designed to respond to two major challenges that were identified at the time, namely: An analysis of the institutional challenges in attempts to promote sustainable livelihoods; and a realisation that decentralisation has concentrated on local government itself and has limited impact on citizens.

The research methodology used is both qualitative and quantitative. Furthermore, face-to-face interviews were conducted in order to provide an accurate presentation of information (Leavitt and Bahrami, 1998),.

The study revealed that a lack of an integrated approach to planning and program implementation between different departments within BCM even though these should essentially be planning and implementing in one accord. Community based planning (CBP) is one way in which municipalities encourage ward communities to participate in planning with an intended intention that the ward-based plans will feed into bigger strategies of the municipality.

What had been uncovered through this study is that in BCM, CBP is not done, and therefore does not influence the development of the IDP and the LED strategy. This means that there is little meaningful community participation in BCM in the development of the IDP and the LED strategy, and therefore the municipality has no guarantee that its development initiatives are targeted towards the real needs of its citizens. Also, the study revealed that ward communities in BCM have no direct influence or control over their own development and over development priorities that are budgeted for by the municipality.

LIST OF ACCRONYMS

ADM	Amathole District Municipality
AICDD	Africa Institute for Community-Driven Development
ANC	African National Congress
IDASA	Institute for Democracy in South Africa
BCM	Buffalo City Municipality
CBO	Community Based Organisation
CBP	Community-based Planning
DPLG	Department of Provincial and Local Government
ECNGOC	Eastern Cape NGO Coalition
GDP	Gross Domestic Product
IDP	Integrated Development Planning
LED	Local Economic Development
KSD	King Sabata Dalindyebo Municipality
NGO	Non-Governmental Organisation

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1. CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction

The introduction of a democratic dispensation in South Africa drew the idea of public participation in municipal planning in the spotlight. In accordance with the National Policy Framework on public participation (2005), planning is defined as “an open, accountable process through which individuals and groups within selected communities can exchange views and influence decision-making”. Public participation is a democratic process of engaging people, deciding, planning, and playing an active part in the development and operation of services that affect people’s lives.

Public participation is a relatively new phenomenon in South Africa. The apartheid government created race-based municipalities and regulated the suppression of participation by African, Indian and Coloured communities. Under apartheid, the bulk of power resided at the centre with local government being the lowest tier with a strict hierarchical structure. Consequently, there was only minimal space for meaningful public participation in decision making processes.

The South African Government committed itself to instituting wide ranging participatory processes in the different spheres and institutions of governance in the country. The attempt to introduce participatory and direct democracy is evident, in addition to institutions and processes at national and provincial levels, in the planning processes and policy formulation of government structures.

Through Community based planning (CBP) municipalities encourage ward communities to participate in planning with an intention that the ward-based plans will feed into bigger strategies of the municipality including the IDP. Planning helps communities identify and mobilize their resources and use them in a most efficient manner. Sound planning helps communities find workable solutions to real problems. Planning helps in the assessment of current practices, validate or refute currently held assumptions, facilitate networking between various groups in the

community, and increase everyone's knowledge of and appreciation for local elected officials, professional staff, and citizen volunteers (Gordon, 1993: 2).

The CBP methodology was designed to respond to two major challenges that were identified at the time, namely:

- An analysis of the institutional challenges in trying to promote sustainable livelihoods; and
- A realisation that decentralisation concentrated on local government exclusively and had limited impact on citizens.

CBP aims mainly to improve the quality of municipal plans; quality of services; community's influence over community development projects as well as increase community action and reduce dependency of the communities on government. While the planning process is initiated and coordinated by the municipality, CBP is a partnership between the ward and the municipality. The ward plan once developed is owned by the entire ward community. The ward-based plans developed through CBP feed into the bigger strategies and plans of the municipality including the local economic development (LED) strategy and the integrated development plan (IDP).

LED is a process whereby public, business and NGOs partner to collectively create better conditions for economic growth and employment generation. LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes (Local Economic Development Handbook for Local Municipalities, DPLG, 2004).

IDP is a process by which municipalities prepare 5-year strategic plans that are reviewed annually in consultation with communities and stakeholders. These plans seek to promote integration by balancing social and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government (Local Government Planning Handbook, IDASA, 2002).

South African municipalities are required by law to use the IDP as a basis for formulating their budgets. To form the basis of municipal resource allocation, IDP entails the integration of municipal strategic planning and budgeting processes and a shift from input to outcomes based budgeting. The CBP process informs the projects that are to be budgeted for in the IDP so that the IDP can address the direct needs of the communities.

1.2 Problem Statement

BCM is home to a population of about 724 281 people with an estimated annual population growth of 0.6% (Growth and Development Summit, 2007). BCM consists of 45 wards under an executive mayoral system.

An assessment of service delivery and socio-economic survey of the Eastern Cape, which was concluded in 2006, indicated that 52,8% of households in BCM have an income less than R1 500 per month. The same source also revealed that 15,8% of the population in BCM is accessing social grants. Poverty levels are reflected in the fact that 16,1% of the population reside in informal housing, according to the 2007 Growth and Development Summit Socio-Economic Profile. The Department of Housing, estimated the housing backlog to be about 75 000 houses, this backlog represented 41,1% of the total provincial backlog.

In spite of all these challenges, BCM is one of the key economic hubs of the Eastern Cape Province. In 2004, it was estimated that BCM contributed 23% to the total GDP of the province and provided 19% of the province's formal employment opportunities (ECCSEC, 2005). The same report stated that the two major economic centres in BCM are East London and King William's Town. East London is a port city with a diverse economic base and home to companies such as Daimler Chrysler South Africa, Johnson and Johnson and Nestle. Whilst King William's Town is an important service centre and together with Bisho, is home to the Provincial Government.

A number of local municipalities have different ways in which they had introduced CBP. Some claim that CBP requires extensive training of ward committees and municipal officials as well as extensive resources and thus a variation of the proper

CBP process is introduced. In many instances, the IDP manager is tasked to ensure that CBP is done with proper planning that focus on the IDP, in meeting the target dates on the municipal annual calendar.

During the voting periods municipalities are allocated sums of money. For example, the Nelson Mandela Metropolitan Municipality, Buffalo City Municipality (BCM), and King Sabata Dalindyebo (KSD) allocated R100 000 to each of their wards, while Blue Crane, Kouga and Komga allocated R20 000 to each of their wards (Transformer Vol 12 No.3). A key motivation for the allocation of these funds was to enable wards to undertake small scale projects which are identified through a ward planning process. However, a challenge experienced in these municipalities is that no proper ward planning took place despite the resources allocated.

However, there was a hope that municipalities would soon catch up and understand the concept of CBP and implement it. Nevertheless, a number of municipalities continued to ignore the CBP and consequently became derailed from the core objectives of the IDP. Instead of ensuring compliance with the CBP process, the municipalities continue to make use of expensive technical consultants in order to produce the IDP. For example, Ndlambe, Cacadu and KSD municipalities use the services of technical consultants to produce their IDPs (IDASA: 2007).

In 2009, Cacadu District Municipality in an attempt to get its municipalities to refrain from using technical consultants to do IDPs resolved that all its municipalities should undertake CBP in the development of the IDP. A private company was appointed to do training with the hope that in 2009 local municipalities would be in a position to roll-out CBP with the District's assistance. Nevertheless, this arrangement was not effective in that municipalities continued to make use of consultants because these municipalities claimed that CBP took a lot of time and resources (Good Governance Survey Report, Afesis-corporplan, 2009). It is quite clear therefore that CBP approach is not a preferred choice by a number of municipalities despite the fiscal burden generating from the use of private consultants.

1.3 The Aim of this Study

The aim of this study is to investigate public participation mechanisms employed by Buffalo City Municipality and the extent to which these mechanisms influence municipal planning.

1.4 The Importance of the Study

The study is important in that it highlights the extent to which its development processes and programs are informed by the views of its citizens. This study also provides some useful insights into the extent to which the municipality is complying with legislative requirements for public participation in community related projects.

1.5 The Research Methodology

The research methodology used in this report is both qualitative and quantitative in nature. In order to provide an accurate presentation of information (Leavitt and Bahrami, 1998), face-to-face interviews with the respondents were conducted. Researchers such as Segawa (2000) & Chimwaso (2000) state that face-to-face interviews provide an opportunity to observe and verify practically the procedures in place. The fieldworkers asked questions beyond those included in the questionnaires. This was particularly aimed at gaining qualitative data. As stated by Fox (1999), *“the strengths of qualitative data are that they focus on naturally occurring, ordinary events in natural settings. Thus the data have a strong handle on real life, have richness and holism”*.

The research population included the following groups:

- Ward committee members
- Ward councillors
- Municipal officials as key informants

The research was conducted in Buffalo City Municipality (BCM) which is one of the municipalities under the Amathole District Municipality in the Eastern Cape.

1.5.1 Sampling

Purposive random sampling procedure was adopted in this study. Care was taken to ensure that the wards selected in the study covered a fair spread of the whole geographic area of BCM. The Wards were selected in the urban, townships and the rural parts of the municipality. Wards in Mdantsane, Dimbaza, East London, Tsholomnqa and Duncan Village were selected, one ward in each area (according to the Demarcation Board of South Africa each ward consists of about 5000 households).

Interviews were held with key municipal officials responsible for municipal planning, LED and public participation as key informants. The table below shows the number of respondents in each category

Table 1.1: Number of Respondents

Ward committee members	50
Ward councillors	10
Municipal officials	5

1.5.2 Data Collection

A questionnaire was used to collect data. Two questionnaires consisting of open-ended questions were used; one for ward committee members and the other for ward councillors and municipal officials (Appendix A & B). Open-ended questions allowed respondents to express their views and opinions openly and to offer comments detailing their experiences participating in local government processes. The research tool was written in English, but for respondents who did not understand the language, the researcher translated the questions into isiXhosa.

Introductory meetings with ward councillors were organized and held prior to the commencement of the data collection process to introduce the study. These were held in the offices of the individual ward councillors. In these meetings, the research purpose, process, were discussed with the ward councillors and convenient dates and venues for data collection and interviews with ward committee members were organized. For convenience, meetings with ward committee members were held on the days that were scheduled for ward committee meetings. The table below lists the dates for all the meetings held:

Table 1.2: Schedule of Interviews

Interviewee	Date	Venue
Ward councillor – ward 5	21 July 2010	City Hall, East London
Ward councillor – ward 8	30 July 2010	Duncan Village Rent Office
Ward councillor – ward 19	27 July 2010	Mdantsane Rent Office
Ward councillor – ward 34	02 August 2010	Dimbaza Rent Office
Ward councillor – ward 45	01 August 2010	City Hall, East London
Ward committee members – ward 5	01 September 2010	City Hall, East London
Ward committee members – ward 8	25 August 2010	Duncan Village Community Hall
Ward committee members – ward 19	27 October 2010	NU 2 Rent office
Ward committee members – ward 34	20 October 2010	Dimbaza Rent office
Ward committee members – ward 45	03 November 2010	Tsholomnqa High School
LED Manager – SMME	07 October 2010	Municipal Offices – Fleet Street
IDP Manager	21 October 2010	Municipal Offices – Trust Centre
Public Participation Manager	04 November 2010	Municipal Offices – Trust Centre
Manager in the Mayor’s Office	29 October 2010	City Hall

1.6 Deployment of the Chapters

The chapters in this report are presented in the following order:

Chapter 1 provides the introduction and background

Chapter 2 provides a literature review

Chapter 3 provides the empirical results

Chapter.4.provides the summary of the research results, conclusion and recommendations

1.7 Concluding remarks

Having outlined the introduction and background to the study as well as research methodology, the following chapter presents a literature review which provides a theoretical foundation for the study.

2. CHAPTER 2: LITERATURE REVIEW

This chapter summarises the key theories of democracy and participation that underpin this study, followed by a summary of the legislative framework on public participation in South Africa. The chapter ends with a detailed explanation of what community based planning, integrated development planning and local economic development is.

2.1 Theory Underpinning the study

There are numerous possible functions or objectives of a citizen engagement process (Rosenoer, 1977). The purpose of an engagement process, as initially defined by the International Association of Public Participation, can be to inform, consult with, engage, collaborate with, or empower citizens (Lukensmeyer & Torres, 2006). Other purposes might include achieving better policies, educating citizens, maintaining political stability, or upholding the rights of citizens (Roberts, 2004). The purpose of intensive and extensive participation can also be to reduce distorted or biased communication (Habermas 1970; Sager, 1994) so no one powerful person or group of people is skewing policy decision outcomes.

For some democratic theorists, the primary objective is to maintain a stable governance system. Paterman (1970) summarizes this view in her review and critique of the theoretical literature: “limited participation and apathy have a positive function for the whole system by cushioning the shock of disagreement, adjustment and change” (p.7). Thus, according to this perspective, the least amount of participation-limited to voting-is optimal. Legal citizens should exercise their franchise every two to five years and then give up their sovereignty in order to allow duly elected representatives to act on their behalf. Too much participation beyond that could disrupt the informed debate and discourse of elected officials, who are the elite leadership. The masses according to Schumpeter (1943) are “incapable of action other than a stampede” (p.283). Thus, it is important as Berelson (1952) suggests to limit participation to ensure that “intensity of conflict is limited, social and

economic stability is maintained, and a pluralist social organisation and basic consensus exists” (Pateman, 1970, p.6).

At this extreme, citizens are perceived to be best as more passive actors in the governance process and are treated as clients who receive services from expert administrators. If citizens are not satisfied with services they receive, they can show their displeasure when they vote two to five years. Citizens vote for elected officials, who dictate to expert administrators what policies to implement, and citizens re-authorize the elected officials two to five years later. This is the loop model of democracy (Fox & Miller, 1995; Box, 2004) and is a model with significant limitations in terms of quality of participation and representation of citizen interests (Bryer and Sahin, 2008).

On the other extreme are objectives that require more active forms of participation. For example, to create better policies or stronger ethical citizens (Cooper, 1991) likely requires participatory mechanisms that are deliberative in nature and through which citizens are empowered (Cooper, Bryer and Meek, 2006). Citizens are partners with government officials at this extreme.

Between the two poles are a variety of other objectives and functions, which neither lead to fully empowered citizens, nor relegate citizens to the intermittent process of voting as the sole task of citizenship. Arnstein (1969) identifies points along this continuum in her visualization of a ladder of participation. At every rung of the ladder, power is treated as a zero sum game, meaning citizens have no power at the lowest rung of the ladder but have all the power in relation to government at the top of the ladder. In the centre rungs are different degrees of shared power.

Rosener (1977) applies a less normative framework for linking form of participation with function in her construction of a form-function matrix. Certain objectives, such as educating citizens, can be accomplished using a variety of different tools, such as town hall meetings.

Fung (2006) builds on this approach by identifying dimensions of participation within a democracy cube, in which tools of participation are selected based on the joining of

three continua. First he asks who should participate, ranging from expert administrators to the diffuse public sphere. Second he considers how much authority the participants should have, ranging from individual participant education (and no authority) to direct authority or control over a policy or management area. Last, he asks what kind of communication and decision mode should be used in the process, ranging from participation listening as a spectator to having participants actively deliberate and negotiates with each other. A variety of techniques and approaches to citizen participation emerge as points along each continuum are combined.

Looking towards larger goals of participatory processes, Cooper, Bryer and Meek (2006) identify a set of desirable outcomes in citizen-centered collaborative public management: (1) enhanced citizen trust in government, (2) enhanced government trust in citizens, (3) enhance citizen perception of government legitimacy, (4) enhanced citizen efficacy, (5) enhanced citizen competence, and (6) more responsive government.

It is these six outcomes that inform most of the policies and the legislative framework around public participation in South Africa, and it is these six outcomes that influence this study

2.2 The legislative Framework supporting public participation in South Africa

Since 1994, government put in place policies and legislative frameworks that seek to promote participatory governance. Chapter 2 of the Constitution of South Africa (1996) includes the Bill of Rights including equality, human dignity, freedom, environment as well as rights to housing, health care, food, water, social security, education and access to information.

In terms of the roles of national, provincial and local spheres of government the Constitution states that:

- Municipalities to encourage the involvement of communities and community organisations in local government. Section 151 (1) (e)

- The Objects of local government (are) to encourage the involvement of community organisations in the matters of local government. Section 152
- In terms of the basic values and principles governing public administration – people’s needs must be responded to, and the public must be encouraged to participate in policy making. Section 195 (e)

The Municipal Structures Act 117 of 1998 allows for Category A municipalities with sub-council or ward participatory systems, or a Category B municipality with a ward participatory system, and Executive Committees or Executive Mayors must annually report on the involvement of communities and community organisations in the affairs of the municipality.

The Municipal Systems Act 2000 defines “the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality’s political and administrative structures. to provide for community participation”.

Almost all of the Acts that are directed towards regulating service delivery in local government put community participation in the centre of such delivery and these acts can be listed as follows:

- The Constitution of South Africa 1996
- Batho Pele 1997
- White Paper on Local Government and Municipal Structures Act 1998
- Municipal Systems Act 2000
- Municipal Finance Management Act 2003
- Municipal Property Rates Act 2004
- Guidelines for Operation of Ward Committees 2005
- National Policy Framework for Public Participation 2007

Community participation is relevant to every sector of development. The assumption is that public participation is positive in that it can contribute to making programmes

more sustainable. Public participation in local government processes, especially in the Integrated Development Plan (IDP), is imperative to the promotion of institutional democracy.

2.3 Integrated Development Planning

The apartheid planning process in South Africa led to the development of cities and towns which were racially divided. Planning was so poor that the disadvantaged were always excluded. People had to travel long distances to work while at the same time they had poor access to business and other services.

With the new system of government, local municipalities are mandated in South Africa to use Integrated Development Planning as a method to plan development in their areas (Municipal Systems Act (No32 of 2000)). Integrated Development Planning (IDP) is an approach to planning that involves the entire municipality and its citizens in finding the best solution to achieve good long-term development. An IDP is a super plan for a municipal area that gives an overall framework for development. IDP coordinates the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in the area.

Section 29 of the Municipal Systems Act (No32 of 2000) states that an IDP should take into account the existing conditions and problems as well as resources available for development. The plan should look at the economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The municipality is responsible for the coordination of the IDP and must draw in other stakeholders (including its communities) who can impact on and/or benefit from development in the area.

The IDP has a lifespan of 5 years that is linked directly to the term of office for local councillors and is to be reviewed every year and necessary changes can be made (Section 16 (1) Municipal Systems Act 2000). The Municipal Systems Act 2000 stresses that the IDP has to be drawn up in consultation with forums and stakeholders. Furthermore, the Constitution of South Africa Section 151 (1) (e)

states that Municipalities are to encourage the involvement of communities and community organisations in local government. Section 152 states that the Objects of local government (are) to encourage the involvement of community organisations in matters of local government.

The Municipal Systems Act 2000 defines “the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality’s political and administrative structures to provide for community participation”.

According to the IDP handbook developed by the Department of Provincial and Local Government (2000) stakeholders in the IDP Process can be listed as follows:

- Municipality
- Councillors
- Communities and other stakeholders
- National and Provincial sector departments

The Education and Training Unit (2000) gives the following reasons why municipalities should develop an IDP:

- Effective use of scarce resources
- To help speed up service delivery
- To help attract additional funds
- Strengthen democracy
- Help to overcome the legacy of apartheid
- To promote coordination between all spheres of government

Over the year’s local municipalities battled with developing IDPs and relied heavily on external consultants to assist in the planning process. This resulted in technical desk-top based IDPs produced for local municipalities in a process where communities and stakeholders were largely sidelined (IDASA: 2005). The CBP approach was then developed to assist municipalities in developing IDPs that best spoke to their local context with citizen participation prioritized.

2.4 Community Based Planning

Community Based Planning (CBP) is a way in which municipalities encourage ward communities to participate in municipal planning (AICDD: 2005). CBP aims to empower communities to plan for themselves, secondly, to help the municipality to understand and address service needs, and in helping the municipality to be responsive to the community.

At a community level, the CBP approach assists the people (in most instances poor people) to be active and involved in managing their own development. CBP also assist to identify within the community the presence of active and accessible networks of local-based service providers. At a local government level, the approach ensures that services are facilitated, provided and promoted effectively and responsively, and that municipal officials and councillors are held accountable by the communities.

While the overall municipal planning process is initiated and coordinated by the municipality, CBP is a partnership between the ward and the municipality. The ward-based plan developed through the CBP process is owned by the ward – represented by the ward committee. The municipality empowers the ward councillor and the committees to facilitate a planning process that will enable each committee to generate a mandate for its term of office.

Section 152 and 153 of the Constitution stress the importance of municipalities to involve communities and community organisations in matters of local government. Section 3.3 of the White Paper on Local Government and the Municipal Systems Act both has participation as a central concept of IDP. The CBP methodology provides municipalities with the means to strengthen the participatory aspects of the IDP, thereby assisting municipalities to give greater effect to the requirements of legislation.

2.4.1 The role of ward committees in CBP

Ward committees are the legislated organisational framework for participation, as well as stakeholder associations, and these should be represented in the IDP Representative Forum and in the relevant IDP task teams. Ward committees are established in local municipalities with a key role of enhancing participatory democracy in local government. They are seen as independent advisory bodies that must be impartial.

According to the Ward Committee Resource Book (DPLG: 2005) ward committees are to:

- Make recommendations on any matters affecting the ward to the ward councillor or through the ward councillor to the municipality;
- Hold Section 59 delegated duties;
- Serve as an official specialized participatory structure;
- Create formal unbiased communication channel as well as cooperative partnerships between the community and the council; and
- Serve as a mobilizing agent for community action, in particular through the IDP process and the municipality's budgetary process.

The CBP methodology provides ward committees with a systematic planning and implementation process to perform their roles and responsibilities. They work with the entire ward community – all stakeholder groupings – to develop an agenda for the community, the ward plan, and the implementation, monitoring and evaluation of the ward plan gives them an ongoing role through the year.

2.4.2 Outline of the ward plan and relevance for IDP

The ward plan varies from ward to ward and from municipality to municipality as it is written and facilitated differently. There are however, key components that each plan should have, such as the following (AICDD: 2005):

- i. Introduction – *how was the plan developed*
- ii. Situation Analysis – *what is the situation in the ward (general background on the community including basic statistics and historic trends; livelihoods of the different socio-economic groups; and overview and assessment of service providers in the ward)*
- iii. Assessment of strengths and opportunities – *what is important about the situation in our community including environmental data and prioritized outcomes*
- iv. Ward Vision – *what does the ward want to achieve, objectives as per priorities, projects and activities*
- v. Implementation Plan – *Summary of action plan for implementing projects and activities including the identification of projects to be submitted to the IDP*

In linking CBP to the IDP it is important to note that the IDP is more than the combination of grassroots ward-level issues but should also serve as a platform for alignment between the spheres and sectors of government, the private sector and civil society. CBP establishes a participatory process for mobilizing communities and for planning around grassroots issues and how those issues can relate to the broader municipal planning perspective. Linking CBP and IDP creates an opportunity for further grounding of the IDP in local context and gives greater meaning to the participatory requirements of the Municipal Systems Act.

2.5 The Local Economic Development Strategy

The World Bank defines LED as the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve quality of life for all (World Bank, 2004). Each local area has a unique set of opportunities and problems, and must develop an approach to LED that is specific to that area.

LED is based on local initiative, driven by local stakeholders and it involves identifying and using primarily local resources, ideas and skills in an integrated way to stimulate economic growth and development in the locality. Municipalities need to be involved in LED because (DPLG: 2003):

- a. Municipalities play a key role in meeting the social, economic and material needs of their communities.
- b. Municipalities are expected to structure and manage their administration, budgets and integrate their IDP to give priority to basic needs and promote social and economic development for the community
- c. Municipalities themselves impact on the local economy because they employ people from the local area, they purchase goods and services, develop infrastructure and regulate the development of land, all of which have an impact on the local economy
- d. Municipalities are permanent structures and can assure stability over time to support LED, which is a long-term, ongoing process rather than a single project
- e. Municipalities can play a critical role in supporting other local stakeholders to promote economic development by building partnerships between the municipality, community and business which are a key ingredient of success in LED projects
- f. Municipalities are the closest sphere of government to the community and the point of delivery of essential services which impact on quality of life.

Through the IDP process, municipalities are in a unique position to be able to bring together all stakeholders because they perform statutory functions for the whole community, and have the requirement to engage communities in the affairs of the

municipality. Through the IDP process, municipalities bring together stakeholders to ensure that all relevant parties can consider the economic needs of the district, and develop an LED strategy that fits with local needs, and also those of provincial and national government.

The CBP process therefore allows ward communities to not only participate effectively in the IDP, but through the IDP process, to also participate in the LED strategy development process. Communities begin to identify opportunities and challenges that address their grassroots economic development needs, and in turn, ensure that whatever strategy is developed for the municipality and the district is responsive to their local needs.

2.6 Concluding Remarks

Having outlined the theoretical foundations of the study, the legislative framework that guides participation in local governance, and explained in detail the key concepts that the study is dealing with (namely, CBP, IDP and LED), and the following chapter presents the empirical results of the study.

3. CHAPTER 3: RESEARCH FINDINGS

This chapter presents how the data was analysed, followed by the presentation of the demographic information of respondents in the study. Responses on questions relating to community based planning, integrated development planning and local economic development respectively, follow thereafter. The summary of the implications of the study comes at the end followed by the conclusion of the chapter.

3.1 Data Analysis

In this study data was analysed using descriptive statistics. Quantitative data was analyzed by grouping responses into various categories. These categories were coded, i.e. 1 – 5; to make a meaningful interpretation of the data. Data was analysed using Microsoft Access and Microsoft Excel.

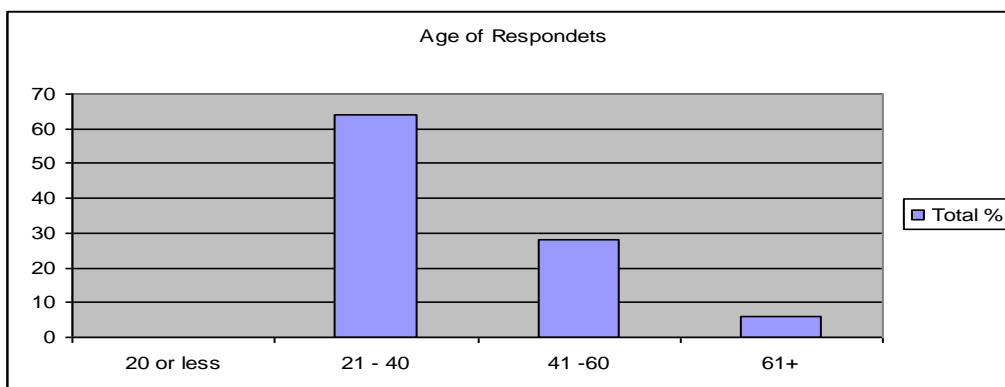
3.2 Demographic Information

More than 60% of the respondents were between the ages of 21 to 40, 28% were between the ages of 41 to 60, while only 6% were over the age of 60 years.

Table 3.1: Age group of respondents of the study

Age Group	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
20 or less	0	0	0	0	0	0
21 – 40	8	6	5	7	6	66
41 – 60	2	4	3	1	4	28
61+	0	0	1	2	0	6

Figure 3.1: Age of Respondents

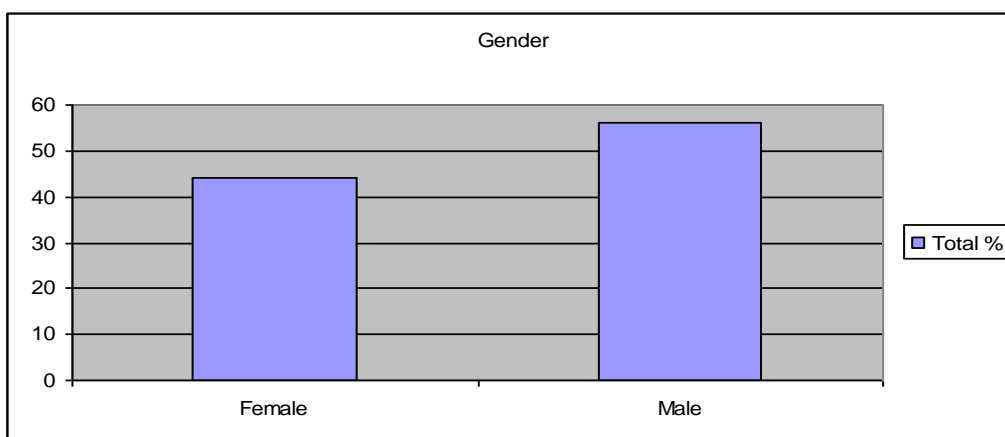


In terms of gender of respondents, 44% of the respondents were female and 56% were male.

Table 3.2: Gender of respondents in the study

Gender	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Female	4	5	4	6	3	44
Male	6	5	6	4	7	56

Figure 3.2: Gender of respondents

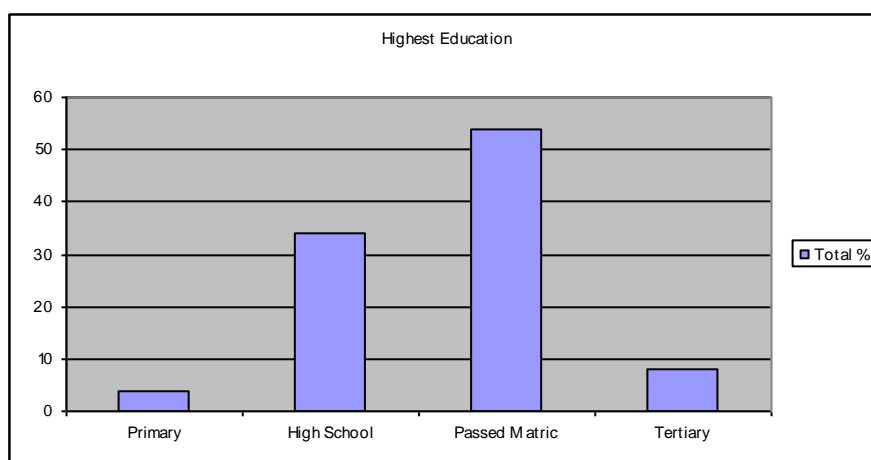


More than 50 % of respondents have passed matric (Grade 12) and more than 30% had a high school level of education. Less than 10% of respondents had tertiary qualifications and only 4% had a primary school education.

Table 3.3: Education level of respondents

Education level	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Primary	0	1	0	1	0	4
High School	4	3	2	5	3	34
Passed Matric	5	4	8	4	6	54
Tertiary	1	2	0	0	1	8

Figure 3.3: Education level of respondents



3.3 Community Based Planning

Respondents displayed an understanding of what community based planning is, with most of them mentioning that it is a process by which the community does its own planning with support from the municipality and other partners. Others said that it is a community-led planning process or planning that is done by the ward committee with resources provided by the municipality.

Table 3.4: Respondents' responses on understanding of CBP

Understanding of CBP	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Poor	1	2	0	0	1	8
Fair	3	3	5	2	3	16
Good	7	6	7	10	8	76

Representatives from only two wards reported that CBP was conducted in their wards once in the past 5 years and out of the ward plans that were produced, small

projects were to be initiated. Three out of the five wards had no knowledge of CBP being conducted in their wards since 2005. Respondents claimed that no collective planning had been done by the community since 2005 other than the IDP consultative meetings where the municipality came and asked them for their priorities.

Respondents from the two wards where ward based plans were done (ward 5 and ward 19) reported to have projects implemented from the amount of money that was allocated to these wards by the municipality for ward based planning (small ward projects), these ranges from initiation of sewing projects, agricultural based projects such as poultry and chicken projects.

The other wards recall that there was money allocated to the wards which was used to buy equipment such as tents where they do not have community halls, chairs and lawn mowing machines but in some wards these things have never been used. One ward renovated its community hall, respondents were not advised of projects that fall under the capital budget of the municipality and small ward-based projects that were to be catered for under the ward based planning budget allocation. Respondents from these wards reported that these projects were initiated without any proper plan being collectively and openly done by the entire ward community.

Enquiring on how the wards agreed on what to spend the money on, respondents reported that there were community meetings held led by the ward councillor where members of the ward community were to propose and agree on what the money would be spent on. Respondents also agreed that in these meetings there are people who shout the loudest and local elites who expect that what they say should be what the community does and in most instances their voices are heard. Respondents stated that the process of deciding on what the money would be spent on was not as participatory as it could have been, there were voices who were silenced in the decision –making process particularly those of women and minority groups.

In terms of training, respondents did not recall ever receiving CBP specific training, what they received was the ward committee induction training and the induction

training of ward councillors. Respondents said that they are aware of CBP because in most of the workshops and trainings that they attend it is mentioned in passing but they were never received a CBP specific workshop on their role in CBP and how CBP can best assist them in being effective and efficient in their duties.

Respondents did not understand how CBP can assist them in monitoring their performance during their term in office, nor did they understand the value it adds in assisting to communities to hold its elected representatives to account. Ward committee members and ward councillors said that CBP is new and that they would need to understand it first and have communities exposed to it a number of times before it could be used as a monitoring tool of any kind. Therefore, there is no proper tool available to communities to monitor the performance of neither its elected representatives nor a proper measure by which the community can hold these elected representatives to account.

Table 3.5: Responses on training received in CBP and on understanding of how CBP could assist in respondent’s duties

CBP Training Received	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Yes	1	4	2	4	2	22
Never been trained on CBP	12	8	8	7	10	78
Understanding of how CBP can assist in your duties as a ward elected representative						
Poor	11	10	8	7	5	69
Fair	1	2	2	3	2	16
Good	1	0	0	1	3	15

Municipal officials claimed that CBP required a lot of resources which the municipality does not have currently. Officials alluded to the fact that the money that was allocated to the wards under CBP was meant for small community based projects and this was to be coordinated and monitored by the ward councillor. Officials maintained that this program was not linked to the IDP office and that was initiated and monitored from the office of the mayor. Municipal officials understand that at the time when the money was allocated to the wards the general idea was for wards to conduct CBP and produce ward plans before the money could be given to them hence services of a private company were requested to properly introduce CBP to the municipality. This program (CBP) was not linked to the IDP office nor the

public participation unit within the municipality, it remained within the office of the mayor and there was little coordination between the various units and departments around CBP.

Municipal officials alluded to the fact that there is lack of integration in the planning and programs of the different departments within BCM even though the end results of their programs should be talking to one another. The IDP unit does its own planning and so does the LED and the Public Participation Unit. Municipal officials reported that on numerous occasions these units go to the community for consultation purposes at different times and their community outreach programs are not integrated or coordinated.

Furthermore, officials alluded to the fact that CBP is a lot of work and that the IDP office is not well capacitated at the moment to be able to effectively facilitate CBP in all the wards of BCM. Officials stated that in order for the IDP office to begin to facilitate CBP, more people would have to be employed with a specific focus on driving CBP.

3.4 Integrated Development Planning

Respondents displayed a good understanding of what the IDP is and of the IDP process with most claiming that it is a process by which the municipality consults communities in developing a strategic plan for the municipality. Respondents did not know of the connection between the IDP and CBP and were not aware of their role in both processes. The respondents' view of the IDP is a top-down one, based on their experiences, they know that the municipality comes to them with a draft IDP that is presented to them and they make comments or suggest things that are of priority to their wards which should appear in the IDP, they claim that the issues that they raise in the IDP meetings do not always appear in the final IDP.

Table 3.6: Respondents' understanding of IDP

Understanding of IDP	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Poor	0	0	0	0	0	0
Fair	5	4	5	4	4	21
Good	7	7	7	10	9	79

Respondents are aware that there is an IDP representative forum in BCM but most of the ward committee members interviewed in this study do not participate in the IDP representative forum.

Only the ward in central East London is participating in the IDP representative forum and is most knowledgeable on what goes on in the forum. There does not appear to be a proper and clear process where the community states their development priorities and a clear process of how those are fed into the IDP process, it appeared as though a haphazard ward meeting is held where the community says what it wants, the ward committee takes it forward. In the end, it would appear as though at these community meetings, the voices of those who shouts the loudest are those that are heard and their priorities are then carried forward as priorities of the entire ward.

Table 3.7: Participation of respondents in the IDP representative forum

Participation in the IDP Forum	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Yes	9	4	2	4	2	36
No	3	8	8	7	10	64

Municipal officials alluded to the fact that BCM still relies heavily on assistance from consultants in developing the IDP. Officials understand that a disadvantage in this is that consultants tend to want to do things quickly and use methods that would allow them to reach an output fast. In this case, CBP is viewed to take a long time and would therefore slow the IDP process down while it would require more resources than currently used during an IDP cycle.

3.5 Local Economic Development

Respondents did not appear to have a broad idea of what LED is about, they mostly view it as small scale self-initiated businesses. Respondents were not aware of what the role of the municipality in LED is and mostly view the municipality as a key funding institution for their LED initiatives (small scale projects).

Table 3.8: Respondents' understanding of LED

Understanding of LED	ward 5	ward 8	ward 19	ward 34	ward 45	Total %
Poor	5	7	7	9	9	62
Fair	6	4	2	3	2	29
Good	4	2	1	1	2	9

Most of the ward committee members have never heard nor participated in the development of an LED strategy for the municipality nor have they ever heard of the development of one. It would appear therefore that there has really not been much participation of ward committee members in the development of an LED strategy of the municipality.

Municipal officials reported that they still work with technical consultants in developing the LED strategy and that the strategy is developed from information received from communities during the IDP consultative meetings.

NOTE: The Excel spreadsheets where all the data had been coded is attached as an appendix to this report (see Appendix C).

3.6 Implications of the findings of the study

According to the findings of this study, most of the respondents were between the ages 21 – 60, which is the active working age group within a municipality. These are the people who are still physically active to participate in local governance processes and attend trainings and meetings, this is the age group that ward community elects into positions. The majority of these representatives have studied up to a high

school level and some have tertiary qualification. This presents a missed opportunity by the municipality to equip these individuals to effectively lead and represent its communities effectively in local governance issues.

Respondents in the study have never been trained on CBP, do not know how CBP could better assist them to be more efficient and effective in their role as community representatives in local governance. Respondents currently have no mechanism for communities to monitor their performance, or for the community to monitor how it is fairing in its own development. This implies that when community representatives are elected, they are not given a clear mandate for the development of the area by the community, which in turn means that the community has no power or control over its own development, nor do they have proper systems to hold its elected representatives to account.

There are more male respondents in the study than there were females which shows that there is a tendency in the ward communities in BCM to elect man into leadership positions over females. The study did not interrogate the reasons behind this.

According to the findings of the study there is a tendency for respondents to think of ward based planning only in relation to small-scale projects which they refer to as LED. This is a result of misinformation or little information on the two processes. Unless the community leadership is well informed, they would not be able to rightfully assist the municipality to empower the entire community and to build an informed citizenry within the local municipality.

3.7 Conclusion

From first glance at the findings of this study, one can conclude that the municipal planning process in BCM is not informed by the views of its communities as it should. Therefore, does not appear to be any process whereby communities submit their development priorities for inclusion in the IDP, nor is there a process where the ward communities themselves articulate their plans in a structured way. Without a structured community-led planning process, development interventions will not be directly targeted at people's needs nor will it speak to the direct needs of communities.

4. CHAPTER 4: SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

This chapter summarizes the key findings of the study, followed by the proposed recommendations and at the end the conclusion of the study is presented.

4.1 Summary of the main findings

Key summary findings focuses on municipal support to CBP, monitoring and evaluation, effective public participation and the integration of municipal processes.

4.1.1 Municipal Support to CBP

Buffalo City Municipality implemented a ward development fund that was meant for small community led projects. Wards were then meant to develop their own plans on how they were to spend this money and this was to be articulated in a form of a ward based plan, it was then at this point that BCM started to introduce ward based planning. It is however not clear how the municipality supported ward communities in developing these plans. Unfortunately, the IDP manager and the public participation manager who were in office at the time when these funds were allocated had since left the municipality but from information received from ward councillors, not much support was given by the municipality to wards in assisting them to develop proper plans and budgets.

The municipality maintains that there was not enough budget to support all of the 45 wards in the planning process, and that the money allocated to wards came out of the council fund and there was no proper program of action linked to the IDP office on how they as the IDP office were to assist the wards. Also, monitoring of how the monies were spent by the wards was linked to the performance of ward councillors and the mayor and therefore the IDP office did not view this as something to get involved in at the time.

It is clear that no proper planning exercise was undertaken by the wards before receiving the sum of money allocated to them as they had not received any training on how to undertake participatory planning. There were however community meetings held in various wards where decisions were made on what the money would be spent on. With no support offered to the wards by the municipality, it was difficult for the wards to develop proper plans with proper budgets on their own the first time they received the allocation, municipal support to wards in planning is crucial.

4.1.2 Monitoring and Evaluation

Ward councillors, ward committee members and municipal officials do not view CBP as a monitoring tools of their performance over time, this is because CBP as a planning approach is new to them and they do not yet understand the benefits that come with implementing it. Therefore, currently there is no proper system to monitor the performance of these structures (ward committee and the ward councillor) particularly from the community's side and therefore they do as they please. It is important that the legislated community representative structures (namely, the ward committee and the councillors) view CBP as the tool that would allow the community to monitor their performance and a tool that would allow them to self-monitor themselves. This would eliminate any misunderstandings and misperceptions of poor performance by the community which in many cases result in violent service delivery protests.

4.1.3 Effective Public Participation

It is clear from this study that in BCM effective public participation is still a challenge. The IDP is done in the same way that was used since 2000 (introduction of local government) with intensive use of external consultants that do a desk-top study which results in an IDP that does not capture people's needs. CBP offers an opportunity to develop an IDP that is grounded on people's needs at that particular point in time, hence it is reviewed annually. From what was reported by the respondents, it would appear like the IDP public meetings are nothing but mere

consultation and a means to meet the legislative requirements more than an attempts to really understand people's development needs.

4.1.4 **Integration of Municipal Processes**

The study revealed that there is lack of integration in the planning and programs of the different departments within BCM even though the end results of their programs should be talking to one another. The IDP unit does its own planning and so does the LED and the Public Participation Unit, most of the times, these units go to the community for consultation purposes at different times and their community outreach programs are not integrated or coordinated to speak to one another or at least to add value to each of their different processes.

What would seem proper is for the public participation unit would organize all meetings that happen at community level where all the different departments would engage with communities to meet their different goals. It became clear that this department has budgetary constraints and therefore has to ask the various departments for a budget before they could organize community engagements which then results in various other departments organizing their own meetings and side-lining the public participation unit.

All these departments should find a way of linking their plans together. The IDP office should link its community outreaches to the community engagements organized by the public participation unit, and the public participation unit should bear in mind the time constraints that the IDP should adhere to. All of this should be built on the ward based plans that would have already been carried out by various ward communities, so the CBP development period should be determined for all wards such that it happens before the IDP consultation processes. The LED strategy developing process should be linked to the IDP process so as to acquire information from the CBP and to engage with communities to verify and triangulate information collected from the CBP.

4.2 Recommendations

Based on the findings of this study as narrated above, the following recommendations are proposed:

4.2.1 The Community Based Planning

Community Based Planning be conducted in all of the wards in BCM and that it should form the basis for the IDP and the LED strategy of the municipality.

The legislative framework of the country requires the municipality to involve communities in municipal planning. It also requires the municipality to respond to the development needs of its communities, if the community does not come together to identify their development needs, it would be difficult for it to guide the municipality in the development of its area. CBP offers a crucial and important opportunity for the municipality to understand the development needs of its communities, empowers communities to plan for themselves, empowers communities to hold their elected representatives to account, and gives a clear plan of action to elected representatives. It is an expensive exercise true, but the benefits far out-weigh the monetary expense involved in implementing CBP.

4.2.2 Training for ward committee members and ward councillors

It is clear from the findings of this study that BCM has ward committee members who can read and write, if ward committee members received training they would be able to facilitate CBP, and CBP would in turn feed into the IDP and the LED strategy. In fact, a train-the-trainer model could be implemented where a few ward committees and councillors would receive training, and to sharpen their skills these ward councillors and ward committee members would be required to train their colleagues who did not receive the training. As noted above, there is a clear need to capacitate ward committee members and ward councillors in BCM on CBP so that they could effectively implement CBP in the wards.

4.2.3 Institutionalization of CBP, establishment of a CBP coordinator within the IDP office

Officials within the IDP office highlighted that they already have too much work and that CBP would add a load that they are not sure they would be able to carry. The establishment of a CBP coordinator position within the IDP office would help ease the load off the shoulders of the IDP officials and would ensure that there was someone passionate about CBP in that office who would help lead the initiation and implementation of CBP within BCM. Ward committee members would also have someone to liaise with for all their CBP related concerns and support from the municipality through this position.

4.2.4 Allocation of a sum of money to wards for CBP annually

A sum of money that will be availed to wards for small scale projects would allow wards to fully participate in the planning process knowing that there is some developmental benefit to the ward as a result of participating in the planning process. Also, this would empower the ward to begin to plan for the things that they can do on their own, as well as the things in which they could partner with the municipality and other partners (such as government departments, business, etc) to do. Local government is meant to empower local communities, and allowing communities to plan, budget and oversee expenditure on their own is one way of empowering communities.

4.2.5 Partnerships with local NGOs

There are about 3 NGOs in East London (namely, Afesis-corporation, Eastern Cape NGO Coalition, the Civil Society Support Program) that work in local governance issues and these organisations could be of assistance to the municipality in municipal planning and in CBP. Some of the NGOs who are affiliates of the Eastern Cape NGO Coalition are involved in LED related community-based initiatives and they also could be of assistance to the municipality. There is a need for the municipality to strengthen its partnerships with local NGOs that could be of benefit to it and its communities particularly on ward based planning and LED.

4.3 Conclusion

The South African Government committed itself to instituting wide ranging participatory processes in the different spheres and institutions of governance in the country. The attempt to introduce participatory and direct democracy is evident, in addition to institutions and processes at national and provincial levels, in the planning processes and policy formulation of government structures.

Community based planning (CBP) is one way in which municipalities encourage ward communities to participate in planning with an intended intention that the ward-based plans will feed into bigger strategies of the municipality including the IDP. The approach was designed to respond to two major challenges that were identified at the time, namely:

- An analysis of the institutional challenges in trying to promote sustainable livelihoods; and
- A realisation that decentralisation has concentrated on local government itself and has limited impact on citizens.

CBP aims mainly to improve the quality of plans; the quality of services; community's control over development and to increase community action and reduce dependency of the communities on government. While the planning process is initiated and coordinated by the municipality, CBP is a partnership between the ward and the municipality. The ward plan once developed is owned by the entire ward community.

The major purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and NGOs partner to collectively create better conditions for economic growth and employment generation. LED is about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes.

However, the awakening interest in LED in South Africa over the past decade was based on consensus that development is much more than merely the expansion of aggregate income and wealth. Economic growth, though a necessary condition for the improvement of human circumstances, is not a sufficient one. The matter of how growth is generated, who participates in economic processes and where its benefits are ultimately bestowed are crucial if economic growth is to translate into real benefits for the community at large.

As mentioned earlier, the CBP process results in ward plans that inform the broader strategies of the municipality and in turn inform the IDP. IDP is a process by which municipalities prepare 5-year strategic plans that are reviewed annually in consultation with communities and stakeholders. These plans seek to promote integration by balancing social and ecological pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

South African municipalities are required by law to use the IDP as a basis for formulating their budgets. To form the basis of municipal resource allocation, IDP entail the integration of municipal strategic planning and budgeting processes and a shift from input to outcomes based budgeting. The CBP process informs the projects that are to be budgeted for in the IDP which result in an IDP that addresses the direct needs as identified by communities themselves through a structured process.

Different municipalities implement CBP in different ways, the study aimed to investigate if CBP is done in BCM and the extent to which it influences the development of the IDP and the LED strategy of the municipality. It is clear from the findings of the study that even though there was money allocated to wards in BCM for CBP, this was not linked to any proper planning, and even though CBP was meant to be introduced in the municipality at that time it was never introduced. As a result, the wards do not have any structured way of presenting their development priorities, nor do they have a structured way of submitting their development priorities to the IDP.

The LED strategy is conducted in a technical manner where the services of external consultants are procured to analyse the economic situation within the municipality and to develop the strategy. The strategy has not been influenced by the views and interests of communities, it is a technical document that is largely used by municipal officials responsible for LED to map their mandate and to source resources and support from external partners. There is very little community involvement in the LED strategy development process in BCM.

The IDP is done on the same way that it was done in before the introduction of CBP with the assistance of technical consultants. While the municipality has intentions to implement CBP, it lacks a proper plan as to what needs to be done to truly implement it. Even this year, it does not appear as though the municipality is ready to implement CBP. There was mention of the lack of funds to implement CBP, lack of human capacity within the IDP office, lack of community interest; but all these hurdles could be overcome if there was political will to implement CBP and this is what is lacking in BCM. Ward councillors need to be at the fore front of development in their wards and CBP offers a great opportunity to do that in a structured way. If ward councillors got the BCM council to make a resolution that the IDP should only be done based on the ward based plans, then the officials will have no choice but to implement the resolution and in doing so, implement CBP.

What had been uncovered through this study is that in BCM, CBP is not done, and therefore does not influence the development of the IDP and the LED strategy. This means that there is little meaningful community participation in BCM in the development of the IDP and the LED strategy, and therefore the municipality has no guarantee that its development initiatives are targeted towards the real needs of its citizens. Also, the study revealed that ward communities in BCM have no direct influence or control over their own development and over development priorities that are budgeted for by the municipality.

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6. APPENDIX

6.1 Appendix A: Questionnaire for Ward Committee Members

How CBP influences the development of an IDP and the LED Strategy

Conducted by Mncedi Ngamlana - Candidate for the Masters in Development Studies at NMMU

Questionnaire – Ward Committee Members

Please use a tick where appropriate

Section A: Demographic Information

Ward	
Date	
Occupation	
No of people living in your household?	
How big is your ward?	

a. Age

i. 20 or less	<input type="checkbox"/>	ii. 21-40	<input type="checkbox"/>	iii. 41-60	<input type="checkbox"/>	iv. 61+	<input type="checkbox"/>
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b. Gender

i. Male	<input type="checkbox"/>	ii. Female	<input type="checkbox"/>
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c. What is the highest level of education you have completed?

Primary Education	<input type="checkbox"/>	High School but did not finish Matric	<input type="checkbox"/>	Passed Matric	<input type="checkbox"/>	Tertiary Education	<input type="checkbox"/>	State Diploma / Degree achieved	<input type="checkbox"/>
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d. What is your annual income?

R100 – R100 000	<input type="checkbox"/>	R101 000 – R200 000	<input type="checkbox"/>	R201 000 – R300 000	<input type="checkbox"/>	Over R301 000	<input type="checkbox"/>
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e. What is your race?

Black	<input type="checkbox"/>	Coloured	<input type="checkbox"/>	White	<input type="checkbox"/>	Indian	<input type="checkbox"/>	Other (specify)	<input type="checkbox"/>
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Section B: Community Based Planning, LED and the IDP

1. In your views, what is your understanding of community based planning (CBP)?

2. Have you in your ward conducted ward-based planning in the past 5 years?

Yes/No

2.1 Were those plans implemented?

2.2 What did these plans involve?

3. Has the municipality allocated any sum of money to your ward in the past 5 years for ward-based small-scale projects?

Yes/No. If yes, how much was received? .R.....

3.1 How was the money spent?

4. Did you receive any CBP training in the past 5 years?

4.1 If yes, who funded the training?

4.2 Where was the venue of the training?

4.3 In what language was the training facilitated?

4.4 How often (number of times) did you receive CBP in the past 5 years?

5. What is your understanding of the IDP?

6. How are the needs of the people from your ward communicated for inclusion in the IDP? Please explain the process?

7. In your views, is the process narrated in Q6 above effective? Give reasons

8. What is your understanding of an LED strategy?

9. Does your municipality have an LED strategy?

a. Yes		b. No		c. Don't know	
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10. If your answer in Q9 above is Yes, are you aware of how the LED strategy was developed and what input did your ward have in the development of the current LED strategy?

11. Any suggestions or recommendations for the way forward?

Thank You for participating

6.2 Appendix B: Questionnaire for Ward Councillors and Municipal Officials

How CBP influences the development of the IDP and the LED strategy

Conducted by Mncedi Ngamlana - Candidate for the Masters in Development Studies at NMMU

Questionnaire – Ward Councillors and Officials

Please use a tick where appropriate

Section A: Demographic Information

Ward Councillor or Official	
Date	
No. of people living in your household?	
How big is your ward?	

a. Age

i. 20 or less	<input type="checkbox"/>	ii. 21-40	<input type="checkbox"/>	iii. 41-60	<input type="checkbox"/>	iv. 61+	<input type="checkbox"/>
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b. Gender

i. Male	<input type="checkbox"/>	ii. Female	<input type="checkbox"/>
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c. What is the highest level of education you have completed?

Primary Education	<input type="checkbox"/>	High School but did not finish Matric	<input type="checkbox"/>	Passed Matric	<input type="checkbox"/>	Tertiary Education	<input type="checkbox"/>	State Diploma / Degree achieved	<input type="checkbox"/>
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d. What is your annual income?

R100 – R100 000	<input type="checkbox"/>	R101 000 – R200 000	<input type="checkbox"/>	R201 000 – R300 000	<input type="checkbox"/>	Over R301 000	<input type="checkbox"/>
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e. What is your race?

Black	<input type="checkbox"/>	Coloured	<input type="checkbox"/>	White	<input type="checkbox"/>	Indian	<input type="checkbox"/>	Other (specify)	<input type="checkbox"/>
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Section B: Community Based Planning, LED and the IDP

1. In your views, what is your understanding of community based planning (CBP)?

2. Has ward-based planning been conducted in the wards within your municipality in the past 5 years?

2.1 Were those plans implemented?

2.2 What did these plans involve?

3. Has the municipality allocated a budget to the wards in the past 5 years for ward-based small-scale projects? If so, how much was allocated?

R.....,

3.1 How was the money spent?

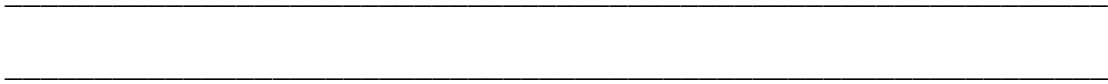
4. Has the municipality commissioned CBP training for ward councillors and ward committee members in the past 5 years? Yes/No

4.1 If yes, how many times did you receive CBP in the past 5 years?

5. What other support does the municipality offer to wards in conducting ward-based plans?

6. In your views, how are the needs of the people from the wards communicated for inclusion in the IDP? Please explain the process?

7. In your views, is the process narrated in Q6 above effective? Give reasons



8. What is your understanding of an LED strategy?

9. Does your municipality have an LED strategy?

a. Yes		b. No		c. Don't know	
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10. If your answer in Q9 above is Yes, are you aware of how the LED strategy was developed and what input did the wards have in the development of the current LED strategy?

11. Do you think that there is a benefit to CBP (ward-based planning)? Please explain what are the benefits.

12. Any suggestion or recommendation in the way forward that can be done differently?

Thank You for participating

