



The role of public participation in service delivery: A case of a selected township in the Cape Metropolitan Area, South Africa

By

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ABSTRACT

Public participation in governance and public service delivery is increasingly pursued in a bid to improve the performance of government. Improving delivery of public services continues to be a key objective that has occupied the agenda of public administrators and researchers alike. Despite various legislative prescriptions, which encourage local community participation in service delivery initiatives, there is prevalence of a top-down approach when municipalities bring services to communities. This occurs when municipalities follow their own developmental priorities for communities and they do this without the consultation of the concerned communities. The main purpose of this study was to explore the involvement of communities in determining the infrastructure services that are delivered to them by government. The study was done in Khayelitsha, a township situated in the Cape metropolitan area in the Western Cape province of South Africa. A qualitative and quantitative methodology was employed in the study. It is relevant to the study and assisted the researcher to gain insight into the Khayelitsha municipality and understand the challenges caused by not involving the community in service delivery. The main findings reveal that the role of the community is not clearly defined during the process of service delivery resulting in poor public participation. Poor communication with communities also contributes to this problem and there is no formal collaboration between the community and the municipality. Thus, the study contributes to the existing body of knowledge on public participation and service delivery, as well as democracy. Furthermore, the study concludes that for the successful delivery of services to communities, it is essential that government officials comply with the legal prescriptions that are enshrined in the relevant legislation. In addition, communities should begin to own service delivery initiatives and protect their facilities from vandalism.

Key words: public participation, Local Government, service delivery and democracy

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DEDICATION

This is dedicated to my one and only saviour, Lord Jesus Christ, My grandfather Godahell, who has given me many second chances in life. To Alime (Qokelwa) my son and Wandise Nana Mziba my wife, who were there for me during my studies and gave me a strong support during tough times.

“For to him that is joined to all the living there is hope: for a living dog is better than a dead lion”.

Thank you.

LIST OF ABBREVIATIONS

ANC African National Congress

DA Democratic Alliance

CD Community Development

DFA Development Facilitation Act

GEAR Growth Employment and Redistribution

IDP Integrated Development Plan

NDP National Development Plan, 2030

RDP Reconstruction and Development Programme

UK United Kingdom

WPTPS White Paper on the Transformation of the Public Service (South Africa)

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CHAPTER 1: INTRODUCTION

1.Introduction and back ground to the study

Since 1994, the current democratic Government in South Africa has enacted various pieces of legislation in a bid to improve service delivery, particularly in previously marginalised communities. For example, the Constitution of the Republic of South Africa, 1996 (Act 108 of 1998) mandates that service delivery should be “oriented towards meeting the development challenges confronting South Africa”. As early as 2002, a discourse began in South Africa on building and capacitating a joint three-government sector approach to service delivery. This approach was necessary to ensure a comprehensive strategy to confront the challenges of a developmental state. Furthermore, according to the Municipal Systems Act (Act 32 of 2000) the rendering of service delivery to communities subsequent to consultation through the Integrated Development Plan (IDP) roadshows, is a responsibility of each individual municipality. The Act paved the way for stakeholders to participate in identifying the facilities needed within communities. This gave effect to the bottom-up approach for accounting for what the needs of the people are. Against this backdrop, Davis (2005) argues that “participation, social learning, empowerment and sustainability” are the key components of the people-centred development approach that guides the delivery of municipality services in South Africa. Furthermore, according to Schubeler (1996), participation refers to a “process and not a product”. This process involves various actors, participants or stakeholders who determine how and what infrastructure services.

1.1 Background information

Public participation facilitates the implementation of policy and it is therefore an important aspect that contributes towards “sustaining democracy and promoting good local governance and administration” (Cloete 1995:4). Sections 33 of The Constitution of the Republic of South Africa, (Act 108 of 1996) and Section 21 of the Municipal Systems Act, (Act 32 of 2000) provide municipal local authorities with a mandate to consult and liaise with all the relevant stakeholders about service delivery. Since 2000, Local Government was promulgated to assist with the development of needy communities within its jurisdiction. According to the Municipal Systems Act, (Act 32 of 2000) local economic growth could be achieved through inter alia stakeholder participation.

Thus, public participation encourages a “bottom-up approach to public policy-making and policy implementation” (Fox & Meyer, 1995:29). A “bottom-up approach to public participation in policymaking encourages capacity-building” (Kotz & Kellerman 1997:40). Collective decisions have more strength than those taken by an individual. For this reason, any services that should be provided to the community should involve all the relevant stakeholders. These stakeholders comprise inter alia Local Municipality, Provincial Government, Sanco, Church Ministries, Taxi Association, Schools, Sports Association, and Illegal Squatters. Collective decision-making helps in ensuring that there is public participation from the outset.

There is an increasing concern that local municipalities disregard the participation of local communities when they prioritise service delivery initiatives. These local communities are supposed to be beneficiaries of those services. The exclusion of communities in service delivery initiatives goes against the Constitution of the Republic of South Africa, which clearly states that local municipalities have the legal responsibility of providing services to communities. According to Schedule 4, Part B of the South African Constitution (Act 108 of 1996), Subsection 2(a), a municipality must “establish appropriate mechanisms, processes and procedures” to enable the local community to participate in the affairs of the municipality and to report to the local community.

The establishment of these appropriate mechanisms, processes and procedures will create an enabling environment for municipalities to provide vital services to communities, such as sanitation and drainage, for example, as laid out in Schedule 4, Part B of the South African Constitution. Researchers support the view that public participation is of utmost importance in service delivery. For example, Meyer et al. (2002:63) argue that public participation is a “tool to promote democracy”. They further argue that it “empowers citizens, builds citizenship, balances the power of the elite and the poor, and facilitates dialogue across regional and national boundaries on issues of concern”. This process involves various actors who determine how and what infrastructure services are delivered. Participatory relationships are voluntary and their effectiveness depends on stakeholders’ assurance that the process serves their interest. The approach focuses on municipality “working with communities to find sustainable ways of meeting their needs.... and improving the quality of their lives” (White Paper on Local Government, Section B of 1998).

1.2 Problem statement

The core problem that this study addresses revolves around the apparent failure of local governments' involving beneficiary communities into the planning and development of activities relating to service delivery that is supposed to benefit them. This occurs in spite of legislation and policies that proclaim the need for public participation in service delivery.

It is noted that in spite of various legislative prescriptions that encourage local community participation in service delivery initiatives, there is prevalence of a top-down approach when municipalities bring services to communities. Some of the pieces of legislation that promulgate public participation in service delivery include the Reconstruction and Development Programme (RDP), Growth Employment and Redistribution (GEAR) as government's macro-economic framework, Local Government Municipal Structures Act 117, 1998, Local Government Municipal Systems Act 32, 2000 and Promotion of Access to Information Act 2, 2000. Failure to involve communities in service delivery planning goes against the fundamental principles of democracy. An important one is that of public participation, in determining services to be delivered to communities.

1.3 Purpose of the study

The purpose of this study was to explore public participation and service delivery in a deprived South African community. This study was conducted in one of the townships of the Cape Metropolitan area in the Western Cape province of South Africa. Public participation in governance and public service delivery are pursued increasingly to improve the performance of government. Indeed, improving delivery of public services continues to be a key objective that has occupied the agenda of public administrators and researchers (Fox & Meyer, 1995:29). However, it is noted that in spite of various legislative prescriptions, which encourage local community participation in service delivery initiatives, there is a prevalence of a top-down approach when municipalities design service delivery initiatives for deprived communities. This occurs when municipalities follow their own developmental priorities for communities and they do this without the consultation of the concerned communities (Kotzt & Kellerman, 1997).

1.4 Objectives of the study

The study is guided by the following research objectives:

- i. To develop a theoretical framework for public participation in local governments.
- ii. To determine how communities can be involved in determining services that need to be delivered to them.
- iii. To investigate and ascertain the congruence between ward committee members, municipal officials and councillors in relation to public participation.
- iv. To analyse the communication processes that are followed when services are about to be delivered in communities.
- v. To evaluate and find out why community members protest against services which they apparently need.

1.5 Research questions

This study provides answers to the following research questions:

- i. What is the state of public participation on service delivery in Khayelitsha?
- ii. How has the public been involved in service delivery initiatives in Khayelitsha?
- iii. Why do service delivery protests occur if public participation procedures have been followed?
- iv. What public participation measures are taken by Local Municipalities when they plan service delivery initiatives for deprived communities?

1.6 Significance of the study

Essentially, this study explored an inclusive developmental approach to citizen-focused service delivery in Khayelitsha. It was envisioned that through its findings, the study would make valuable recommendations aimed at helping to improve governance and deepen democracy in terms of

service delivery, particularly within the research area. Furthermore, the study contributes towards the existing body of knowledge on the efficacy of public participation, service delivery and democracy in Khayelitsha. Lastly, the study may also serve to index the current situation regarding public participation in service delivery within a broader South African context.

1.7 Chapter outline

This first chapter provides the introduction and background of the research, as well as the course of action to be taken in order to achieve the purpose of the research. It also dealt with a statement of the problem, research objectives and research questions, significance of the study, literature review, research methodology, data collection and data analysis.

Chapter 2 provides an in-depth literature review relevant to the research topic. The chapter focuses on the local municipality specifically in Khayelitsha 'Y' section. Research determined whether that was an effective way of operation. It had also dwelled much on the participation of community and councillors included within the department of local spheres. It conceptualised and reviewed public participation by focusing on policy frameworks drawn up by government and how they have been taken on board. It also explained how the community under study related to these policy documents. The chapter also reviewed the empirical studies of other researchers and sought to find out what the outcome of their research was on the topic under investigation.

Chapter 3 forwarded the research methodology employed in the study. Research had also decided whether councillors are meeting the expectations in doing their jobs, as required by the legislation.

Chapter 4 focused on the findings that the researcher gathers while doing data collection. The researcher conducted qualitative research involving interviews with the municipality, councillors and community to determine their roles, processes and the procedures that they follow in performing their duties. A formal data collection process was followed to ensure that data gathered was defined and accurate, and that subsequent decisions based on arguments represented in the findings are valid. This had also assisted the researcher when forwarding recommendations to the municipality.

Chapter 5 presents the conclusion and recommendations.

1.8 summary

Chapter one focused on the background of the research, as well as the course of action to be taken in order to achieve the purpose of the research. It also provides the statement of the problem, research objectives and research questions; significance of the study, literature review, research objectives, data collection and data analysis. In the next chapter, the focus will be on the literature review of the study.

CHAPTER 2: LITERATURE REVIEW

2. Introduction

The main purpose of this chapter is to review literature on public participation and service delivery. This is done to get a better understanding of the various studies that have been conducted by other researchers on service delivery and public participation. Furthermore, this chapter specifically seeks to find out the views of other researchers on the research problem (see chapter one) which is the central focus of this study. It also explores the current trends on public participation and service delivery. For the purpose of the study, many older sources were referred to in the literature review. This was done to give a more historical reflection (of public participation in service delivery to define the context of this research.

2.1 Overview of public participation and service delivery

The role of the public and in particular their participation in service delivery initiatives that seek to bring about development in mostly previously disadvantaged and underdeveloped communities has been researched by a number of scholars of public administration. Many researchers concur that public participation should entail a bottom-up approach as its intention is to solicit views from the grassroots level where services will be delivered. This further helps the communities to own facilities delivered in their areas and to protect them from vandalism. In addition, it also enhances whistle-blowing by good citizens against those who do not value public property and amenities.

Participation is considered as one of the milestones of democratic governments. This is because participatory democracy provides mechanisms for involving people to participate in the governing processes. Local Government is the closest to the people and, thus has the capacity to enhance participatory democracy. Participatory democracy is fundamental in ushering development to deprived communities as democracy is often referred to as “government by the people” or “by the people’s elected representatives” (Bekker [s.a]:58). Public participation further promotes democratic principles such as “political equality, majority rule, popular sovereignty and popular consultation” (Cloete 1995:21).

Arnstein (2003:246) concurs with the above conception of public participation when he unpacks the term ‘public participation’ “as a categorical term for citizen power, where distribution of power

is enhanced to deliberately include the undeveloped (those who could be excluded from political and economic processes) to obtain their active participation in the future”.

This view implies that public participation gives members of the public “citizen power” which enables them to own development initiatives. More importantly, complying with the democratic principle of public participation creates an enabling environment for inclusivity.

Furthermore, Pearce (2010) identifies two distinctions of public participation and these are: “direct public participation” and “participation through association”. Pearce goes on to define direct citizen participation as “a process where all members of the society with their individual capacity participate in decision-making processes”. On the other hand, “participation through association” occurs by representation, “where representatives are elected or appointed to participate in decision-making processes and represent the views of, and are accountable to those who appointed or elected them” (Pearce, 2010:232). For the purposes of this research study, the concept of citizen participation, community participation and public participation are used interchangeably.

According to Theron (2000:138), a municipality’s ability to identify and meet the needs of local communities cannot be driven by “paternalistic, top-down [and] prescriptive” approaches or one that has been defined by social scientists or professionals (Theron & Wetmore, 2005:155). Chambers (1995:125) suggests that there are three main ways in which the term ‘participation’ is used. Firstly, “it is used as a cosmetic label, to make whoever is proposed to appear good. Donor agencies and governments require participatory approaches”. Conversely, in reality consultants and managers of service delivery initiatives fail to comply with this principle of democracy. They opt for the top-down approach and this often leads to service delivery protests. Secondly, “it describes a co-opting practice, to mobilise local labour and reduce costs”. This would imply that communities contribute their time and effort to self-help projects with some outside assistance. Further, this would mean that they (local people), participate in the project. Thirdly, “it is used to describe an empowering process, which enables local people to do their own analysis, to take command, to gain confidence, and to make their own decisions”. In theory, this means that ‘we’ participate in ‘their’ project, not ‘them’ in ‘ours’. It is this third meaning and use that we are mainly concerned with here.

Public participation requires the involvement of members of the public in decision-making, particularly in instances where they are supposed to be beneficiaries of service delivery. The

involvement of service delivery beneficiaries is fundamental in “public policy-making and policy implementation” (Fox & Meyer, 1995:29). Collective decisions taken on a particular local issue by a group of citizens have more strength than those taken by an individual.

Therefore, in any service to be provided to the community, there must be involvement of the Municipality, Provincial Government, Sanco, Church Ministries, Taxi Association, Schools, Sports Association, and illegal Squatters, for them to participate from the beginning as to come up with their inputs about the service needed. Public participation in the making and implementation of policy is indispensable for sustaining democracy and promoting good local governance and administration (Cloete 1995:4). Public participation by citizens is a key cornerstone of good governance, and in some instances, it could be either direct or through legitimate intermediate institutions or representatives. Ultimately, participation needs to be informed and organised. This means freedom of association and expression on the one hand, and an organised civil society on the other hand (Van der Wald, 2004:10-11). According to Mogale (2003:220) there are four groups that usually mandate participation:

- voters, to ensure democratic accountability
- citizens, who through a variety of stakeholder institutions can contribute to policy processes
- consumers and end-users, who can expect ‘value for money’ and affordable services
- organised partners engaged in resource mobilisation for developmental objectives.

Based on the above-mentioned arguments, it can be deduced that conditions and a suitable environment must be created for public engagement to ensure participation.

2.2 Defining public participation

According to the National Policy Framework for Public Participation (2007:15) “public participation is an open and accountable process through which individuals and groups within selected communities can exchange views and influence decision-making”. There are various reasons why public participation is important, and they include the following:

- i. Public participation is a legal requirement.

- ii. Public participation can be promoted in order to make development plans and services relevant to local needs and conditions.
- iii. It may be encouraged in order to handover responsibility of services and promote local action.
- iv. Public participation could be encouraged to empower local communities to gain control over their lives and livelihoods.

The guiding principle around public participation includes the representative and participatory democracy, the promotion of good ethics, and the promotion of good conduct. As a principle, all spheres of Government in South Africa accept public participation. Public participation helps build informed and responsible citizens who have a sense of ownership of all amenities and services provided for them. It is important to ensure that government addresses the real needs of communities accordingly. Commins (2007:2) contends that “network cooperation, as an idea, centres around the possibility that including partners in basic leadership” about their networks and more extensive social issues has significant social, monetary and political advantages. Network interest procedures incorporate the ID of partners, setting up frameworks that take into account commitment among partners and authorities, and the advancement of participatory systems. In South Africa, the period after 1994 could be given as an example of where public participation was not sufficiently complied with – and this occurred against the expectation that a democratic South Africa would do better. The resultant effect was that facilities that were constructed as part of service delivery were underutilised, or were in some cases not used at all, ultimately becoming expensive ‘white elephants’. The reason for this was the top-down approach used by the government.

The test is that since open cooperation is law in all administration circles, be it neighbourhood, common or national, each job player should be believed to accommodate its necessities. This is accomplished at different dimensions, shifting from only complying with the prerequisites, to really enabling the network. Arnstein's (1969) stepping stone of interest referred to in the National Framework for Public Participation (2007:16-17) “shows various degrees of native power and changing degrees of tokenism”. Understanding the various degrees of cooperation sets a foundation for assessing city open interest forms more effectively. Below is an illustration of Arnstein's (1969) ladder.

Table: 2.2.4.1 Degrees of Participation by Arnstein's 1969

Degrees of citizen power	Degrees of tokenism
1. Manipulation	Citizen power
2. Therapy	Delegated power
3. Informing	Partnership
4. Consultation	Placation
5. Placation	Consultation
6. Partnership	Informing
7. Delegated power	Therapy
8. Citizen power	Manipulation

Source: National Policy Framework for Public Participation (2007:16)

The above table demonstrates that where native power is focused on, the impact utilized by the general population and the board of the circumstance is controlled. The second stage is treatment, which is done to cure and restore. The third phase of advising will be edification and giving important data. The fourth stage is conference which refers to association and talks. The fifth stage is mollification that is where individuals are conciliated and agreeable. The sixth stage is development of organization when individuals comprehend, coordinate and are prepared to partake. Stage seven is designated control – this refers to the dimension where network can pick agents to take the program forward for their sake. In conclusion, resident power refers to the dimension where common individuals deal with network programs. They have expertise and thus impact which can enable them to deliver timeously and proficiently.

One can conclude that to achieve degrees of citizen power, levels of involvement are ranked in ascending order; that is, from poor to excellent. By contrast, degrees of tokenism seem to be ranked in descending order, from excellent to poor. It starts from citizen power, with an intention to get people to delegate their power. It then entails getting into partnerships and being comfortable. Next is consultation, which is done as a matter of compliance and information is shared in order to rehabilitate the situation. This especially concerns those that may be questioning, with the main intention of manipulating the community for the benefit of developers, service providers or policymakers. Arnstein (1969) cited in National Framework for Public

Participation (2007:16) calls this “non-participation”. As this study aimed to assess the level of community participation in decisions regarding service delivery, it was important to establish whether the municipality was really empowering the citizens, or if whatever was done, was simply done for mere compliance with legislation.

The theme of open cooperation is of pivotal significance in a protected majority rule government, for example, South Africa. It contacts the centre of the connection among residents and their legislature. As indicated by Brynard (2004:49) this relationship should be exceptionally close and reliant.

In unpacking the estimation of open support, Kalu (2006:75-77) says that the idea of public participation is always received well by administrative leaders and public meetings are used as one of the main forms of interaction with general members of the public. This is based on the sound democratic principles of participatory democracy and accountability.

2.3 International experience on citizen participation and engagement

As indicated by Martin (2004:189) “policymakers in western majority rules systems seem joined in the conviction that open commitment offers a significant methods for modifying trust in government and guaranteeing that administrations are receptive to the requirements and goals of natives”. Without a doubt, even the officials believed that making a pledge brings them closer to the beneficiaries of services. This shows that officials are aware of the importance of getting the trust of beneficiaries of services. Van der Waltd (2007:28) shows that setting up “majority rules systems around the globe have discovered that open support is fundamental for straight forwardness and responsibility in administration”. In the United States, a couple of undertakings have been made to grow open information and collaboration.

In the United Kingdom (UK), the administration considers commitment to the natives as fundamental. The supposition that will be that expanded support will go about as a power for administration improvement, presenting weight as a powerful influence for generally lethargic and wasteful open organizations. It is accepted that this will build the authenticity of government by empowering increasingly successful ‘network authority’.

Along these lines, Bovaird and Loffler (2004:190) contend that “weight for expanded commitment has been fuelled by low and falling dimensions of turnout in nearby races in the UK”. There has

additionally been an a lot more prominent accentuation as of late on direct open contribution in arranging and conveying administrations. Starling (2005:188) keeps up that natives, as clients of government, are normally more receptive to open needs than are government authorities. In this manner, it is not amazing to see government at all circles attempting to encourage the open investment in the authoritative procedure. He further asserts that the most widely recognized structures that standardized open support in the United States accept that the resident boards of trustees as warning gatherings, the native gathering as an administering bunch in a particular arrangement region, and the possibility of neighbourhood government, wherein natives have direct duty in various approach zones.

2.4 Legislative and policy framework

The government engaged in a number of initiatives in trying to improve service delivery. Some of these initiatives were to enact policies that address the peculiarities of the past. The fundamental bits of enactment that have been instituted to address the irregular characteristics of the past incorporate the Constitution, the White Paper on the Transformation of the Public Service, and the Batho Pele White Paper.

The Constitution of the Republic of South Africa (as the pre-eminent rule that everyone must comply with) accentuates that the South African Public Service – as a necessary piece of the State in its provision of services – must promote the advancement of human dignity. Section 10 (Chapter 2) of the Constitution (RSA, 1996) states that all South Africans have a natural nobility and the privilege to have their poise regarded and secured. This implies that public servants, in performing their duties, should not have an attitude that will have an adverse impact on the dignity of the citizens. Public servants therefore have to perform their responsibilities professionally and not in a manner that is perceived as unethical. While serving the public, they should show a commitment to continuous improvement in the delivery of services. Furthermore, the White Paper on the Transformation of the Public Service (WPTPS) (RSA 1995) has, as its motivation, the foundation of an approach system to direct the presentation and usage of new arrangements.

The accentuation of this specific report was to connect with the open administration in the change practices that were going to make an open administration that is delegate, sound, straightforward, proficient, successful, responsible and receptive to the necessities of every South African. Issues to be tended to that were recognized as ailing in the open area were, among others, productivity, administrative capacity, accountability and, transparency (White Paper on the Transformation of

Public Service 1995). In 1997, the Government received the White Paper on Transforming Public Service Delivery (Batho Pele) as an approach structure for the arrangement of open administrations. The Batho Pele White Paper gave an arrangement system and common-sense usage technique for the more proficient, compelling and impartial arrangement of open administrations.

It was given support by various authoritative systems, chiefly the arrangements of the Constitution, the RDP and GEAR as government's large-scale monetary structure.

The Promotion of Access to Information Act (No 2 of 2000) “was gone for influencing the privilege of access to any data held by the State as expressed in the Constitution”. Previously, the administration framework was viewed as cryptic and inert to the necessities of the general population, prompting maltreatment of intensity and even infringement of essential human rights. Consequently, the Constitution gives that individuals reserve the option to get to any data held by the State. It is the duty of the State to regard, ensure and satisfy the rights contained in the Bill of Rights.

Furthermore, the government is obliged to encourage a culture of straightforwardness and responsibility, which empowers, instead of handicaps, the general population to ensure and practice their rights. Regarding the Constitution, open establishments have a command to guarantee that all residents get the administrations they require fulfilling their fundamental needs. Districts all through the nation are urged to include people in general and network organisations in the issues of nearby administration. Accordingly, open foundations must advance the Bill of Rights, which mirrors the country's qualities in regards to human respect, equity and opportunity, and maintain the standards revered in the Constitution.

South Africa's White Paper on Transforming Service Delivery, 1997, “thinks about the natives/open as clients who must be given need as far as the Batho Pele (People First) standards”. Segment 1.3.3 stipulates the improvement of open cooperation. This infers tuning in to their perspectives and assessing them in settling on choices about what administrations ought to be given, treating them with thought and regard, and ensuring that the guaranteed dimension and nature of administration is dependably of the most astounding standard. As far as Section 4 of the White Paper, “there are eight standards for changing open administration conveyance” (Holtzhausen 2004:114-115).

Furthermore, the White Paper on Local Government (1998) “gives another vision of a formative neighbourhood administration framework”. It proposes means by which districts and the nation can connect with people in general. Furthermore, Chapter 4, Part 4 of the Local Government: Municipal Structures Act of 1998 (Act 117 of 1998), manages the foundation, capacities and forces of ward panels in the South African nearby administration framework. As indicated by Thornhill (2008:72), “a ward board comprises of a ward councillor who will go about as the director and incorporates not in excess of ten different people from the ward concerned”.

The ward advisory group offers standard residents who may not be keen on crusading or being completely engaged with metropolitan issues. The ward participatory arrangement of city government considers the foundation of ward boards of trustees to encourage resident investment in the issues of neighbourhood administration.

The Local Government Municipal Systems Act of 2000 (Act 32 of 2000) “requires districts in South Africa to build up a culture of civil government that supplements formal delegate government”. As far as Section 16 is concerned, South African nearby networks must be urged to take part in the issues of the region. Open support happens through political structures, open gatherings, consultative sessions, report-back sessions with the nearby network and through systems, for example, 'imbizo' (casual social events with councillors where inquiries can be posed on any issue identified with metropolitan issues) (Craythorne 2006:171). Moreover, the Promotion of Access to Information Act of 2000 (Act 2 of 2000) was declared to offer impact to Section 32 of the Constitution.

This is about the privilege of residents to get to any data held by the State. The Act looks to cultivate a culture of straightforwardness and responsibility in open foundations. An optional reason for the Act is to advance a general public wherein the open approach data, so as to engage them to practice and secure their rights.

2.4.1 Local government and public participation

As indicated previously, public participation is currently law; this means there is legislation and documentation that guide its existence. Chapter 4 of the Municipal Structures Act 117 of 1997, Part 5: 'Other committees of municipal council', states that:

(1) A municipal council may-

(a) Establish one or more committees necessary for the effective and efficient performance of any of its functions or the exercise of any of its powers (b) Appoint the members of such a committee from among its members; and

(b) Dissolve a committee at any time.

(2) The municipal council-

(a) Must determine the functions of a committee;

(b) May delegate duties and powers to it in terms of section 32;

(c) Must appoint the chairperson;

(d) May authorise a committee to co-opt advisory members who are not members of the council within the limits determined by the council;

Neighbourhood government is obliged to pursue classes of the enactment and structures inside regions, which help in the viable and proficient working of the districts. The White Paper on Transforming Public Service Delivery (RSA, 1997) plots eight standards of administration conveyance that are generally known as Batho Pele (Sotho interpretation for "Individuals First") standards.

The following is a concise blueprint of these standards:

i. Consultation about the administrations right now gave as well as about new administrations planned for the network just as feasible arrangements.

ii. Setting administration norms. Open associations need to set the dimension and quality at which administrations will be given and such should be known by the network. Norms might be explored as the circumstance improves. Notwithstanding, the basic part is that of supportability and moderateness.

iii. Increasing access. Despite the fact that gauges are set and advertised for the networks, it is essential to improve access in zones that are behind regarding administration dissemination to guarantee getting rid of the irregular characteristics of the past.

iv. Ensuring kindness. As indicated by the White Paper on Transforming Public Service Delivery (RSA, 1997), Public Service Commission issued a set of accepted rules for community workers that incorporates in addition to other things:

- Greeting and tending to clients
- Identification of representatives by name
- Style and tone of composed correspondence
- Simplification and client neighbourliness of structures
- Time inside which reactions to enquiries must be made
- The lead of meetings
- Dealing with objections
- Dealing with individuals with uncommon needs, for example, the crippled and senior residents

v. Providing data various types of falling the data to the general population must be utilised. It is critical to locate the best method for imparting. The language utilised must be justifiable to the general population, including the utilisation of gesture based communication when important.

vi. Openness and straightforwardness

Vii. No information about people's governance should be withheld from them. They need to know budgets and expenditures. If external service providers are appointed, justifications of appointments need to be disclosed to the public.

Viii. Redress. In the event where mistakes are made, it is incumbent upon government to remedy such mistakes and failures. Customers, who are in this case the communities, have a right to redress.

Value for cash. Whatever things and administrations are purchased for the sake of government, (which will be regions in connection to the examination), should be of worthy norms; proper and reasonably estimated; and fit for the reason.

The examination proposed to build up whether city workers as well as specialist organizations were holding fast to these standards. What's more, the investigation proposed to set up whether civil representatives as well as specialist co-ops were clinging to these standards.

The White Paper on Local Government (1998) states that “city chambers assume a focal job in advancing nearby popular government”.

This is done through speaking to network interests inside committee; be that as it may, metropolitan councillors ought to advance the contribution of natives and local gatherings in the plan and conveyance of city programs. It is additionally expressed that while guideline remains a significant capacity, initiative, consolation, viable help and assets for network activity must go with it. This must be accomplished when districts know about the basic divisions inside nearby networks, and try to advance the support of the underestimated and rejected gatherings in all network forms. Regions along these lines need to do everything conceivable to energise support by all individuals from the general public it serves.

However, the participation process must not become an obstacle to development. In short, no room should be allowed for individuals with selfish interests to impede the delivery process. Note that residents and networks are worried about the zones they live in.

They have worries over access to administrations and monetary chances, portability, security, closeness to social and entertainment offices and nonappearance of contamination and clog. As per the White Paper on Local Government (1998), “Local Government is in charge of the arrangement of family foundation and administrations”, which are both fundamental parts of social and financial improvement. Administrations, for example, water, sanitation, neighbourhood streets, storm-water waste, reject accumulation and power structures some portion of fundamental administration conveyance and are a protected right.

They are basic to empower individuals, to help family life, discover work, build up their aptitudes, and additionally set up organizations.

One last critical issue to highlight is that the levels of service provided, though they may vary with communities, ought to be sustainable and affordable. Therefore, the current study sought to establish to what extent the municipality has provided services to the people; what are the levels of provision; if such provisions are sustainable and affordable to the people; and the extent to which availability of services have contributed to changing people's lives.

The need for community participation in all issues of development and service delivery can never be over-emphasised. There are issues that the region are statutorily obliged to draw in people in general on. There are additional apparatuses outlined for how cooperation can be accomplished. In this manner, together, these issues, necessities and apparatuses give the essential assets to develop a civil network interest approach. The National Policy Framework for Public Participation (2007:44) “plots the rights and obligations of residents, just as duties of the district concerning open cooperation”. These natives' rights include:

- To add to basic leadership forms through instruments made by the district.
- To submit oral or composed correspondences through components made by the district
- To be educated regarding:
 - Council choices through components made by the region.
 - Municipal issues, including money, through systems made by the region.
 - Their rights and obligations, through components made by the region.
 - The accessible components, procedures and methods set up to empower and encourage network investment.
 - The matters with respect to which network interest is energised.
 - Municipal administration, the executives and advancement, considering the language, inclinations and use in the region and the exceptional needs of individuals who cannot peruse or compose.
 - The time, date and setting of each gathering of the board.
- Citizens likewise reserve an option to have space in the spots where the board and its councils meet.
- Lastly, the privilege to be helped with having one's remarks interpreted on the off chance that one cannot compose.

It is however important for citizens to understand that they also have responsibilities regarding participation. These include:

When practicing their rights, the network must watch the instruments, procedures and strategies of the region.

- The people group must pay speedily administration expenses, additional charges on charges, rates on property and different assessments, tolls and obligations forced by the region.
- The people group must regard the civil privileges of different individuals from the neighbourhood network.
- The people group must enable metropolitan authorities' sensible access to their property for the exhibition of civil capacities.
- The people group must maintain the civil principles of open direct at gatherings of the board and its councils.

Districts on the opposite end have duties towards network interest, which are:

- To add to the structure of limit of the neighbourhood network to empower it to take an interest in the issues of the region.
- To add to building the limit of the neighbourhood councillors and staff to cultivate network interest.
- To utilize their assets and every year designate assets in their financial limits to actualize network interest and add to limit building.
- To build up systems, procedures and methods to get procedure and consider petitions and objections held up by the network.
- To set up procedures and systems to inform the network about civil issues and how they should present their remarks.
- To set up procedures and systems for open gatherings and hearings by the city board.
- To set up procedures and systems for consultative sessions with privately perceived network associations.
- To set up procedures and systems for answering to the network.
- To consider the extraordinary needs of individuals who cannot peruse or compose, individuals with disabilities and women.

Moreover, The National Policy Framework for Public Participation (2007:12) “distinguishes certain base prerequisites, which districts must meet so as to satisfy the commitments of network based association in metropolitan basic leadership”. As indicated by The National Policy Framework for Public Participation (2007:17) “regions should expand on existing common society sectorial

groupings and locale discussions”, as this is the place there is as of now vitality and intrigue. These gatherings could be utilized to ponder on strategies and projects. In spite of the fact that these could be constrained to sectorial partner's talks, they ought to likewise incorporate open doors for multi-sectorial gatherings to meet up to make contributions on more extensive strategy.

As a major aspect of good administration and open interest, it is hence imperative to connect with residents, including commitment through their cooperation in sectorial and different discussions. Thusly, the administration guarantees that the requirements of powerless and minimised gatherings are incorporated or mainstreamed inside the region's centre capacity. Every one of the gatherings should be spoken to in the Integrated Development (IDP) or Budget discussions, in this manner guaranteeing that their command is mainstreamed and considered inside the IDP procedures, tasks and spending plans.

2.4.2 Report on Millennium Development Goals

The Millennium Development Goals Report (2011:54) gives a sign on “where the entire world stands, movement of where it is going, just as what nations need to do”. For instance, it is shown that deforestation declined from 16 million hectares during the 1990s to 13 million hectares in (2000). Associations with the general population were made where mindfulness on reasonable administration, preservation and improvement of a wide range of woodlands was empowered. For motivations behind the momentum, the spotlight will be set on water and sanitation issues. It is demonstrated that the points of confinement of 75% for practical water assets have just been surpassed in Western Asia and Northern Africa. This suggests their water assets are never again supportable. Such data prompts a need to incorporate region water-use patterns, to prepare for falling into a similar snare.

Moreover, this paper announced that as far as drinking water targets goes, 89% inclusion would be met and presumably outperformed by 2015. It is significant for regions to measure themselves on the arrangement of water administrations to guarantee that they are in accordance with the objectives sets by these Millennium Development Goals. For sanitation, “it is demonstrated that practically 50% of the number of inhabitants in creating districts and some 2.6 billion individuals universally, were not utilizing an improved type of sanitation in 2008” (The Millennium Development Goals Report, 2011:55). In any case, as announced, the holes in sanitation inclusion among urban and provincial territories are narrowing.

2.4.3 National Development Plan vision for 2030

2.5 Approaches to development

One of the difficulties for practical improvement and congruity is the inability to design. The arranging commission was framed to draw up the National Development Plan Vision for 2030 as an apparatus that will manage government programs towards advancement. The National Development Commission (2011:2) argues that “the national plan has to attack poverty and exclusion, nurture economic growth, and at the same time create a virtuous cycle of expanding opportunities”, and in the meantime make a high-minded cycle of growing chances, assemble capacities, and include networks in their own advancement, all prompting improved expectations for everyday comforts.

Moreover, the National Development Plan vision for 2030 expects to increase obvious advancement by 2030 and to accomplish a central reshape by 2050.

This must be accomplished once imbalances in the land showcases, that make it hard for the poor to access advantages of life in towns and urban areas, are tended to. More grounded measures are required to reconfigure towns and urban communities towards increasingly proficient and even-handed urban structures. Lodging and land strategies ought to oblige different family types and conditions, while districts should put monetary improvement and employments at the core of what they do and how they work.

Districts should likewise bolster the change to ecological manageability by acquainting more measures with decrease request of power and water, cut water spillages, dispose of waste going to landfill, and demoralize a high utilization way of life. There ought to be motivations set up to accomplish this, and every single new structure ought to be vitality proficient by 2030. The National Planning Commission (2011:257) “emphasises that sensitivity should be given to the differentiated nature of rural areas” Need ought to be given to connective framework that fortifies the linkages among urban and provincial territories, and foundation that supports the arrangement of fundamental widespread administrations. In addition, imaginative types of administration and framework arrangement where ordinary fixed foundation may not be moderate ought to be considered. Land change projects ought to likewise improve ranch reasonability. In this way, the vision of 2030 is to make an open, responsive and responsible open administration.

Disappointment about absence of access to framework on administration conveyance has developed as dissents.

It is recommended that information be uninhibitedly accessible to people in general on recipient records for lodging ventures (since they are regularly wellspring of profound strains in networks), delicate game plans and ecological appraisal.

Need must be given to a connective framework that fortifies the linkages among urban and provincial territories, and a foundation that supports the arrangement of fundamental widespread administrations. In addition, imaginative types of administration and framework arrangement where ordinary fixed foundation may not be moderate ought to be considered. Land change projects should likewise improve ranch reasonability. In this way, the vision of 2030 is to make an open, responsive and responsible open administration.

It is noticed that disappointment about absence of access to framework on administration conveyance has developed as dissents. It is, subsequently recommended that there ought to be information uninhibitedly accessible to people in general on recipient records for lodging ventures (since they are regularly wellspring of profound strains in networks), delicate game plans and ecological appraisal. As per the National Planning Commission (2011:410) “accountability and the fight against corruption can be achieved through leadership that is devoted and dedicated, capable, committed, and self-sacrificial as opposed to being self-serving”.

Potter, Binns, Elliott & Smith (2008:4) argue that “in the arena of development policy, development processes are influenced by development planning”. In addition, most plans are formed by advancement speculations that at last mirror the manner by which improvement is seen. At the point when individuals hear the word 'improvement', they by and large consider financial development, arrangement of fundamental administrations, for example, water, power and lodging, and great wellbeing and instructive administrations. Fundamentally, 'advancement' is seen as improving the present situation.

In addition, it implies that during the time spent getting this supposed 'improvement', they do not figure out how to continue the advancement that was encouraged by an outside source. If this happens, individuals may end up reliant on the designers or outside help, bringing about no

maintainability of whatever was brought to the network. This, for instance, was the manner by which the frontier sort of advancement worked. There are various methodologies in which to see 'improvement' and likewise, there has been solid contestation about it.

This is because considering advancement and its different structures, is without anyone else, political. Potter, et al, (2008:80) "confirms that different development agendas will reflect different goals and objectives".

2.6 Participatory approach as development theory

As the name proposes, "participatory improvement" centres around inside, instead of outer powers of progress. Potter (1985) as cited in Potter, et al (2008:14), "affirms that self-reliance should always be central to development", "and should meet the essential needs of the general population, while in the meantime guaranteeing manageability of the biological condition". It is additionally underlined that standards of open investment ought to dependably cling to.

It has been understood that numerous essential needs methodologies use protection of the poor in shabby fundamental needs programs, instead of more noteworthy State promise to destitution mitigation. The supposition that will be that the poor will acknowledge pretty much anything. Unexpectedly, a participatory methodology accepts that advancement must be accomplished by countries ending up progressively dependent on neighbourhood assets, the communalisation of profitable riches, and shutting everything down outside powers of progress. Association in procedures of unequal trade ought to be diminished while independence and confidence are advanced.

Additionally, it is contended that supportable improvement implies something other than safeguarding the common habitat. The supposition that there is reasonableness inside economic improvement, in this manner poor people or impeded networks are not compelled to corrupt or dirty their condition in the quest for their everyday survival. It is a basic right to take a look at the genuine significance of cooperation with the goal that individuals comprehend its application. Potter, et al (2008: 119) "suggest that participation means more than involvement or mere consultation". As indicated by Nelson and Wright (2001:2), "popular participation refers only to how a large number of people could be persuaded to get involved in public decision-making". Interest was seen by government and improvement offices as basic for the authenticity of new structure plans and nearby plans. This utilisation of cooperation recommends that individuals were not monetarily and politically dynamic before improvement went along.

Cooperation in activities regularly implies commitment as work, money or kind. In opposition to that, through participatory activity inquire about, individuals get the opportunity to characterize their very own advancement. Brynard (2009:1) suggests that “people are unlikely to participate willingly in planning if they feel that their participation is just a matter of conformity”. One ordinarily utilized definition considers social to be as trading off the casual standards that advance collaboration and the quest for shared advantage in gatherings and associations. The most reasonable point of view is to consider social capital as basic to getting, cultivating and controlling improvement (Fukuyama, et al 2008:120). Thus, the current study aimed to evaluate the public participatory process in service delivery at Khayelitsha Site B, by investigating the degree to which the open takes an interest in the conveyance of administrations.

2.7 Principles of participation

According to Swanepoel and de Beer (2006:28), “people are mobilised by development agencies and government to participate in development efforts and projects”. It is in this way essential that there be an unmistakable comprehension of what investment is. It is additionally underlined that individuals must not be assembled to a constrained, recommended or token degree. The proposal is that when individuals take an interest, they do as completely in all parts of the tasks. They are a piece of execution and assessment and if need be, they settle on task course adjustments to keep the venture on track. The analyst proposed to build up how far the district cooperation procedures meets this guideline. Once more, it is basic to see how the network itself sees their job in interest and what they consider as advantages of their cooperation.

With regard to public participation and service delivery, Swanepoel & de Beer (2006:29) state, “people who do not participate in their own development have no affinity for development efforts and their results. The present examination expected to decide whether there is any connection between administration conveyance challenges and network interest, in the issues of administrations being conveyed to them”. Swanepoel and de Beer (2006:29) further state that “participation is a right of the people”, instead of making them feel some portion of the undertaking, and utilising them just for their nearby learning or physical work. Individuals reserve a privilege to be associated with ventures or projects that will have effect in their future. The inquiries that should be addressed are whether individuals know about such a right and whether they practice it.

In addition, one of the fundamental questions is to what degree do individuals practice their entitlement to take part, and what are the advantages of cooperation? Nelson and Wright (2001:6)

recommend that “partner” and “transformative” are two key concepts in the World Bank's support system. Further, to break down the effect of participatory activities in authoritative settings, it is essential to deconstruct these concepts and see their ideological ramifications.

It is contended that inside one association there can be various implications joined to cooperation. For instance, top administration may see it as nearby control; yet to centre administration strengthening and cooperation might be considered as self-administration for venture proficiency and achievement. While at the other outrageous, specialists utilise the term 'recipients' to give interest a useful significance. With numerous implications of improvement, it is imperative to guarantee that by utilising similar ideas, individuals know that there might be various understandings of these ideas for various individuals or gatherings. Significant cooperation in arranging and improvement practice is tied in with changing existing force relations in the field of basic leadership. It includes strengthening of new gatherings of partners. As such, a shared way to deal with arranging is come to. “This allows a wide range of stakeholders to be involved in decision-making and not just trained experts, professionals and elites” (Potter et al 2008:120).

The National Policy Framework on Public Participation (2007:21) plots the accompanying standards of network interest:

- Inclusivity. This alludes to grasping all perspectives and feelings during the time spent network investment.
- Diversity. This alludes to understanding contrasts as far as race, sex, religion, ethnicity, language, age, financial status and sexual direction.
- Building people group cooperation. Such a result is feasible through enabling job players to comprehend the goals of network investment.
- Transparency. This alludes to advancing receptiveness, genuineness and trustworthiness among all the job players in an investment procedure.
- Flexibility is capacity to account for change to support the participatory procedure.

- Accessibility alludes to both mental and physical dimensions all things considered went for guaranteeing that members in a network cooperation process completely and obviously comprehend the point, goals, issues and strategies of the procedure, and are engaged to take an interest adequately.
- Accountability implies the supposition by every one of the members in a participatory procedure of full obligation regarding their individual activities and direct just as a readiness and pledge to execute, comply with and impart as fundamental all measures and choices over the span of the procedure.
- Trust, Commitment and Respect. Trust is required in an open participatory procedure. Trust is utilised to allude to confidence and trust in the uprightness, genuineness, trustworthiness and capacity of the procedure and those encouraging the procedure.
- Integration. The people, group and interest procedures must be coordinated into standard approaches and administrations, for example, the IDP procedure and administration arranging.

The present examination expects to assess whether metropolitan investment procedures adjust to the guideline of cooperation, and the components as recorded by the National Policy Framework on Public Participation (2007:21).

2.8 Community participation in decision-making on service delivery

Nelson and Wright (2001:157) recommend that “all members being developed, especially the individuals who have direct social or financial association and intrigue, have an alternate point of view on what is an issue and what establishes improvement in rustic frameworks”. Improvement needs to build individuals' information and abilities, in this way promising independent advancement.

Swanepoel (2005:4-5) adds that through network investment, a strong, neighbourhood learning base is made for advancement. Swanepoel argues that local people even if they been exposed to poverty and other forms of deprivation, still have something which outsiders do not have and this is, “their ‘common sense, knowledge of the political, social, economic, cultural and natural environment dynamics, can be of immense value to development effort” (Swanepoel 2005:5).

Community participation as a concept focuses on the idea that involving stakeholders in decision making about their communities and broader social issues has important social, economic and political benefits. According to Commins (2007:1) “disappointment of administrations is not simply specialised but on the other hand is because of absence of responsibility of open, private and non-benefit associations to needy individuals”. Administration conveyance disappointments result from the breakdown of the connection between residents, strategy producers and specialist co-ops.

This circumstance can be addressed by instilling different types of network investment. It very well may be through arrangement of chances and impetuses for Local Government authorities to react to network needs, promising straightforwardness at the Local Government level, or supporting autonomous nearby media to go about as screens of undertaking exercises. Compelling people group investment can likewise be as political, social and legitimate structures that all shape the plausibility of participatory activities.

In numerous cases, investment has been focused on urging neighbourhood individuals to sell their work as a by-product of nourishment, money and materials. These material impetuses contort recognitions, make conditions, and give the deceptive impression that neighbourhood individuals are steady of remotely determined activities. It is critical to understand that few out of every odd type of support is great since such will bargain as opposed to empowering practical advancement. As per Nelson and Wright (2001:159), a few associations accept that interest essentially suggests neighbourhood individuals doing what organisers needed while specialists expect that everybody is taking an interest and that advancement will serve everybody's needs. They appear to disregard the way that diverse business techniques require distinctive neighbourhood information framework and that not all networks are the equivalent.

Provincial people group can never again be viewed as sources, however are instructors, expansion officers, activists and screens of progress. Effective participation requires involvement not only in information gathering but also in analysis, decision-making and implementation. In this manner, there is improvement in accountability and increase in the number of stakeholders. There is financial accountability and people add value, encouraging local autonomy and independence. Political accountability is important too. While local people have an increased stake if they are

empowered to make decisions, local governments could effectively achieve more development goals and the funders more financial efficiency.

Standard residents have a task to carry out in helping districts choose what administrations to give and how they will be given. Various stakeholders and communities ought to participate in consultations and decision-making processes in the form of ward advisory groups, spending discussions, open gatherings and Integrated Development Planning discussions (regularly known as IDP discussions).

The Department of Social Development (2009:24) recommends that compelling network based arranging can bring about structure dynamic, practical and enabled networks. The procedure should effectively manage the divisions, social prohibition, and separation that debilitate some network individuals from interest in exercises and choices influencing their every day job.

With the end goal of this examination, it is critical to discover answers to the accompanying four inquiries:

- Firstly, if the network participates at all in choices with respect to support conveyance in the region,
 - Secondly, the forms of involvement or participation,
 - Thirdly, the criteria for participation, and
 - Fourthly, examine if there is any exclusion and lastly if their input is actually considered when decisions are made.

2.9 Service delivery in Local Government

Neighbourhood government is entrusted with the duty of giving framework and administrations that are a fundamental segment of social and financial improvement. These administrations incorporate water, sanitation, streets, storm-water waste, decline accumulation and power. They structure the reason for everything and are significant for human survival and country improvement. Dimensions of administration arrangement may fluctuate in various areas dependent on manageability and reasonableness of administration to be given (White Paper on Local Government, 1998).

These administrations have an immediate and quick impact on the nature of the lives of the general population in the network. Low quality of water gave and unpredictable deny accumulation will result in undesirable and dangerous living conditions. It additionally makes it hard to draw in organisations and in this manner point to the confinement of work creation openings in the region.

At the dispatch of the Comprehensive Rural Development Program in August 17, 2009, the President of the Republic of South Africa accentuated that being conceived in the rustic regions or the wide open ought not to sentence individuals to a real existence of destitution and underdevelopment and that country individuals additionally reserve an option to fundamental necessities (Architect Africa, 2009).

The change of civil government places organs of Local Government in a focal job in incorporating projects to accomplish synergistic rustic advancement. Numerous regions need help and direct to create limit. They are required to recognise neighbourhood advancement needs and open doors to give successful reaction to these. They should adjust their financial limits to accomplish their arranged goals (Government Communications and Information System (GCIS), 2000). They ought to fulfill the centre exercise gained from universal encounters as decentralized and responsible elements overseeing participatory arranging and execution forms.

This examination means to unload different types of administrations that Khayelitsha Western Cape has accommodated, discovering what is in the pipeline, and getting some answers concerning which feasible arrangements are known to the network.

2.10 Factors affecting service delivery

Administration conveyance might be influenced by numerous variables. The Rwandese Association of Local Government Authorities (2010:34) features that components influencing administration conveyance can be human, money related, material, instructive and time assets. It is likewise seen that such factors incorporate deficient staff, inadequate assets, absence of data assets, absence of adequate time to execute arranged exercises because of spontaneous gatherings, absence of preparing on the centre obligations and language boundaries.

There might be different factors and issues, for example, centralisation of administration arrangement, network agitation, wrongdoing and undue political impacts. Notwithstanding, the factor that has been referenced on a few events in the past dialogs is that of the significance of responsibility of districts to the networks they are serving.

As shown above, unaccountability negatively affects administration conveyance. As indicated by Devarajan and Widlund (2007:2) the arrangement of administration conveyance is a profoundly political issue. It infers that political conditions and elements must be considered for the comprehension of current issues, and recognising solutions for them. It is accepted that it is the quality of responsibility relations between natives, specialist co-ops, and legislators that clarify why administrations fizzle. Devarajan and Widlund (2007:42) say administration conveyance brokenness is established in frail political motivators to give the quality social administrations to residents and those money related exchanges are not adequate for improved administration conveyance. Social administrations in poor nations with chose governments are minimal preferable and at times altogether more terrible over in poor nations with non-chose governments.

In this way, disappointments are ascribed to the failure of government officials to make trustworthy guarantees to residents and to the powerlessness of natives to watch the connection between political activities and their own welfare. In law based states, government officials utilise dependable guarantees to natives to impact their casting a ballot choices. This further implies that expenses of debasement are effectively moved to the wide fragments of the populace to which political contenders can't make tenable guarantees. Meloughlin and Batley (2012:31) contend that "it isn't just that legislative issues decides administration conveyance however thus, administration conveyance may decide types of governmental issues. "

Administrations might be conveyed as seed with the expectation of political returns sooner rather than later. Nonetheless, Devarajan and Widlund (2007: 45) caution “that when legislators make tenable guarantees just to the restricted voting demographics, defilement is higher, bureaucratic quality and the standard of law are lower, and the political accentuation on non-open products, for example, occupations in the legislature is higher”. Legislators in this way need motivations to achieve wide sections of the populace just as managerial device to convey administrations and a populace adequately educated to give them acknowledgment for their endeavours.

The White Paper on Human Resource Management in the Public Service (1997:2) as referred to by Dzansi and Dzansi (2010:995) states that “Human Resource Management in the Public Service will result in a differing, capable, and well-overseen workforce that is prepared to do, and focused on conveying superb administrations to the general population of South Africa”. It proceeds by saying this ought to turn into a model of greatness, in which administration to society comes from individual responsibility rather than impulse. That suggests that appropriate human asset the board and worker responsibility are both basic to accomplishing administration brilliance, in which administration to society originates from individual responsibility rather than impulse.

Cameron (2010:2) “inferred that the developing politicization of the open administration has added to poor administration conveyance”, and that the South African government needs to put increasingly critical complement on authenticity as the explanation behind courses of action and progressions. Capacity building is thus important in order to improve and expand the delivery of services to communities. By improving the number and quality of abilities, districts might be better ready to convey benefits adequately and effectively without having to outsource services to consultants. It is however pivotal to note that the method used does not matter much. What is critical is the overall goal of improving the nature of administrations, stretching out administrations to occupants that don't have them and giving administrations at a reasonable expense without trading off a region's capacity to work and keep up existing administrations. It is in this way imperative to consider the long haul suitability of giving an administration at a specific dimension.

Another significant contributing component is that of account. Regions fund their ventures through income gathered from nearby inhabitants, for example, rates instalments from administration utilization. It is significant anyway to take note of that no income is gathered from the country regions. District in this manner relies upon common and national financing activities and private segment subsidizing to take off administrations in such territories.

The maintainability of provincial districts themselves is subject to the general government arrangement on rustic territories, and the improvement of country economies (Local Government Budgets and Expenditure Review, 2011:191). It is in this manner significant for the scientist to set up whether the variables referenced above are likewise legitimate for the instance of Khayelitsha Cape Metro, and the degree to which they influence arrangement of administrations to networks..Discernments fill the void left by unaccountability of legislators and specialist organizations to the recipients of administrations.

Crafted by Local Government directly affects individuals' regular day to day existences and its exhibition influences their capacity to work viably. It is accounted for that in numerous examples the arrangement of these administrations has been exceptionally moderate, and has not met the desires for occupants, who see metropolitan authorities to act naturally serving and careless of their needs. These recognitions have turned out to be settled in by the way that a few authorities have been examined and have even been discovered liable of debasement. In 2010, the Minister for Local Government reported that 38 districts were under scrutiny and that some had been put under common organization (Clark, 2011). It was additionally demonstrated that these administration conveyance dissents have now and again been set apart by brutality and annihilation of property.

All things considered, the issue of administration conveyance has framed the premise of different ideological groups' declarations. The Democratic Alliance (DA) saw this as an indication of the natives' disappointment with the African National Congress' (ANC's) fumble of the regions and its failure to convey important administrations. In any case, Clark (2011) contends that an overview led before the 2006 Local Government decisions uncovered that, notwithstanding casting a ballot, challenges were likewise being utilised as an instrument to accomplish administration conveyance and were not really a rebel against the ANC. Notwithstanding, the profound established concern was that network gatherings were not held according to desire to advise networks on advancement in regards to their needs.

Regardless of the ceaseless network dissents detailed in the media nearly every day, the way to assemble network view of administration conveyance has been set up since 2006. This is as the Citizen Report Card which is utilised to accumulate data, contrast understanding and different networks and results displayed to the districts included. Flash Igniting Local Action (2012, issue 3, pg.3) showed that the undertaking was being actualised in 50 regions in Limpopo, Mpumalanga, KwaZulu-Natal and North West and in 15 areas in Botswana, Malawi and Zambia.

The examination will extend and see whether the network has at any stage set out on administration conveyance challenges. It is imperative to evaluate if the significant instruments that the district has set up for open commitment just as the speed at which administrations are conveyed live up to individuals' desires. The specialist additionally means and discover the real procedures of network support in the matter of administration conveyance.

The main concern was that network gatherings were not held according to desire to advise networks on advancement in regards to their needs. Regardless of the ceaseless network dissents detailed in the media nearly every day, the way to assemble network view of administration conveyance has been set up since 2006.

2.11 Chapter summary

This part introduced a writing survey on the theme under scrutiny. It explained on the conceptualisation of open investment including the accompanying: ways to deal with advancement; the participatory methodology as an improvement hypothesis; standards of advancement; enactment and reports major to Local Government.

Instances of bits of nearby government enactment that the specialist considered are the Municipal Structures Act 117 of 1997; the White Paper on Transforming Public Service Delivery (1997); the White Paper on Local Government (1998); the National Policy Framework for Public Participation (2007); the Millennium Development Goals just as the National Development Plan vision for 2030.

The section additionally examined the connection among region and customary specialists, the association of residents in basic leadership with respect to support conveyance, administration conveyance in Local Government, people group discernments on administration conveyance, just as variables influencing administration conveyance. The above themes were talked about as they are major to the branch of knowledge and to its points and goals. The analyst accepts that their consideration establishes the framework for the exploration study attempted. The following section centres around the examination technique that was utilised to gather and break down research information. In the next chapter three, the focus will be on the research methodology used for the study.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this chapter, detailed information is provided as to how data was collected for the purposes of this study. Khayelitsha is one of largest, most populated and poorest communities in the Western Cape province of South Africa. A large proportion of residents originated from the Eastern Cape province, which is one of the least prosperous regions in the nation. The community, which was originally established in 1985, comprises approximately 98.6% black, 0.6% coloured, 1% Asian and 1% White residents (Census, 2011:3).

3.2 Research design and methodology

This research study employed an evaluative, exploratory design. According to Bailey (1982:13), “research design is a stage where the researcher must decide how to measure the two main variables” in his/her speculation, and determine on what gathering of individuals to test the theory. This includes choosing not just the number of subjects but also what their specific attributes ought to be and under what conditions the information required will be assembled. Babbie and Mouton (2001:75) define a research design as “the road map or blueprint according to which one intends to conduct a research project and achieve her/his research goals and objectives”. Research methodology, on the other hand, specifies how a researcher will go about finding solutions to the research problem and what steps or processes are necessary to enable the researcher to find these solutions (Goddard & Melville, 2001).

In this study, both subjective and quantitative approaches were utilised. This blended research strategy licenses development in research configuration, makes up for shortcomings in individual instrumentation and underpins the quality and legitimacy of the outcomes and discoveries (Creswell, 2009:217). The researcher used standardised questionnaires as the data collection instrument. This type of questionnaire was relevant for this study because, as Sauro and Lewis (2012:49) point out, standardised questionnaires assess participants’ perceptions regarding the usability of products or systems.

To determine the credibility of the survey as an appropriate instrument for gathering information, the researcher sought guidance from academic and expert colleagues who had attempted related studies, while also consulting with community members, officials and Ward Councillors. After receiving and responding to feedback, the researcher took the questionnaires into the field for administration.

3.3 Research philosophy

The researcher utilised a blended techniques approach for this research. It made use of two methodologies, motivated by the idea that the general quality of an investigation is more important than either subjective or objective components. It made sense to gather both quantitative and subjective information at the same time, when the analyst was already in the field, rather than return to the field on numerous occasions for information accumulation.

Quantitative research allows the researcher to make use of closed-ended questions, surveys and tables to gather and display data (University of Southern California, 2017). Qualitative research, on the other hand, uses instruments like individual interviews to conduct in-depth studies (Qualitative Research Consultants Association, 2017). The objective or more abstract system was utilised mainly when surveying office bearers in government who are in charge with overseeing infrastructural projects. The more individualistic, qualitative enquiry was reserved for ordinary people and their emotions. This kind of research accentuates the significance of the individual, the inductive mode of logic, and the necessity of reflecting the multifaceted reality of a situation. Subjective research enables the researcher to focus on a particular group and its conduct, and interpret their perceptions by organising them into themes.

3.4 Research strategies

Nkatini (2005:38) claims that “sampling should be understood as a technical counting or measuring device that is used to explain how specific information is selected and collected, from which data was drawn”. It can be driven by likelihood or non-likelihood assessment. Likelihood testing contains straightforward arbitrary inspecting, deliberate examining, stratified testing and group testing. Non-likelihood assessment includes unintentional/accidental examining, purposive testing, portion inspecting and snowball examining. In likelihood inspecting, every member of a population has an equal chance of being selected, while in non-likelihood inspecting, the researcher for particular reasons chooses members of the sample.

In this research, both testing strategies were utilised. In the likelihood-oriented part of the study, straightforward irregular testing was employed, as the populace is enormous. Khayelitsha region has in excess of six wards, and not all the wards were visited in this research. The researcher chose to visit one ward involving four segments. These segments are among the regions not far from the centre or main workplaces in Khayelitsha. For the non-likelihood testing, the analyst utilised basic irregular inspecting and purposive examining.

3.5 Target population

A research population, according to Bryman and Bell (2014:170) is defined as “the universe of units, like people, nations, cities and firms from which the sample is to be selected.” For Cooper and Schindler (2003:179) and Babbie and Mouton (2003:100), “a population constitutes the entire collection of elements or groups in respect of which inferences must be drawn”. The current study sought to target community members, ward councillors and officials, as they are the people involved in the public participation process in service delivery. The councillors, especially members of the ward committees, are the ambassadors of the public participation process in service delivery, as they are the link between the municipality and communities.

3.5.1 Sampling

According to McLeod (2014), “sampling is the process of choosing a group based on a particular characteristic from the population under study”. The sampling technique chosen for the study was non-probability sampling, a technique that is relevant when one is “conducting social research where samples are selected in a particular way not recommended by probability theory” (Babbie, 2013:199). The researcher conducted the research in YA section Khayelitsha, and used non-probability or purposive sampling to select 27 community members, 2 ward councillors and 1 municipal manager as the sample group.

As indicated above, the sampling method used in this study is what Maree et al. (2007:79) refer to as purposive sampling, a method that involves the deliberate choice of subjects viewed by the researchers as likely to contribute meaningfully to the data being sought and the overall purpose of the study (Flick, 2011).

The researcher depended upon his experience of encounters with the municipality and the community to choose this information gathering strategy.

The justification behind this choice was that the community members and municipal officials concerned had appropriate experience of and information on the issues being examined.

3.5.2 Non-probability sampling

Non-probability sampling is a sampling technique where the odds of any member being selected for a sample cannot be calculated. It is in a sense the opposite of probability sampling, where the odds can be calculated. That is, probability sampling involves random selection, while non-probability sampling relies on the subjective judgement of the researcher.

According to Polit & Bech (2014:196), the principal types of non-probability sampling in which elements are selected by non-random methods are convenience, quota, consecutive and purposive sampling. *Statistics how to* (2017) refers to purposive sampling as deliberate sampling. The researcher deliberately chose the participants to take part in the research study based on their knowledge and expertise in the field of study. The ward councillors and the area manager were selected to provide information on public participation in service delivery. Another element in the sample comprised labourers who were working inside the service delivery network.

A particular type of convenience sampling is sometimes called consecutive sampling, a nonprobability sampling method that involves taking all of the people from an accessible population who meet the eligibility criteria over a specific time interval, or for a specified sample size (Polit & Bech 2014:196). It is appropriate when the study does not aim to make findings that will be utilised to produce oversimplifications relating to the whole population (Etikan, Musa & Alkassim, 2016). In a sense, this study made use of consecutive sampling to assemble information from the municipality and the community during a particular timeframe (see the next section for more detail).

3.5.3 Sampling strategy

For the purposes of this study, the researcher employed a mixed methodology of random convenience and snowballing sampling methods. The convenience sampling method is based on the notion of using the most accessible sample available to a researcher. Some respondents agreed to participate in the survey, while others had reservations about being approached and declined to participate. Those who agreed to participate continued with the survey immediately. Because a number of subjects in the initial sample population had declined to take part, the

researcher decided to increase the response rate of the study through employing the snowballing method. This method involved the researcher approaching a member and that member in turn referring her to another member (Mashaba, 2005:38). This methodology worked well because the researcher was able to request some of the respondents to refer her to other organisations that fitted the criteria of the study.

3.6 The research instrument

A research question can be defined as an answerable inquiry pertaining to the research topic. This study employed a questionnaire consisting of such questions to elicit the requisite information from the research participants.

3.6.1 Questionnaire construction

The researcher consulted a variety of secondary sources, including research reports, peer-reviewed scholarly papers, books and various articles from internet sites on open cooperation in administration conveyance. These secondary sources were utilised to build a wide comprehension of the theme. This part of the data enabled the researcher to recognise gaps in the records and supplement data acquired during interviews. Significantly, they helped the researcher to substantiate his contentions so as to respond to the exploration questions and address the research targets.

3.7 Pilot Study

A pilot study was conducted before the final questionnaire was finished and printed. It was hoped that the pilot study would identify areas of confusion to arrive at responses that were unambiguous and precise. It additionally allowed for a close look at the wording and design of explanations and whether they were clear. The pilot study identified the following concerns, which were attended to in the final form of the questionnaire: • Grammar of explanations; • The length of certain announcements that were inadequately brief or to the point; • Use of language in certain announcements was difficult to comprehend; • Pre-considered answers had been prematurely or erroneously formulated. After the improvements were made, the questionnaires were given to representatives of the community targeted in the Cape Metropolitan area.

The researcher conducted the pilot study with two respondents who were independently drawn from the target population. They were asked to indicate whether the questions were clear and whether they were appropriate. Neither of the respondents reported any feeling of uncertainty or immateriality with respect to the questions. Leedy and Ormrod (2010:111) observe that it is advisable for a researcher to conduct a pilot study to confirm the main study's practicability and applicability.

3.8 Administration of questionnaire

Of the total of 40 questionnaires distributed, 30 responses were received, representing a 60% percent response rate. To maintain confidentiality, the questionnaires were distributed and collected by the researcher and all of the interviews conducted were recorded.

Information was gathered over a period of almost 7 months, from 23 May 2018 until 15 November 2018. A total of 40 questionnaires were passed out to representatives of the community at site b, Khayelitsha. Employees were randomly approached whilst on lunch break and asked to participate in the study by completing the questionnaire.

3.9 Data Analysis

Data analysis is defined by Business Dictionary (2017) as "the process that the researcher follows when evaluating collected data in a logical and diagnostic manner". According to Du Plooy-Cilliers (2014:290), "the data analysis method depends on the method used to collect data and the type of data collected". The perceptions solicited and recorded in the course of the investigation were dissected, using content examination. Klenke (2016:94) describes content analysis as "a set of techniques for reviewing the contents on paper that allows the researcher to take in enormous amounts of written data and systematically recognise its content through identifying regularities such as frequently used words".

3.10 Validity and Reliability

According to *Statistics how to* (2017) there is a subtle difference between reliability and validity. Reliability refers to consistency, whilst a test is considered valid if it measures what it is supposed to measure. Thus Jackson (2008:67-71) comments that “reliability refers to the consistency or stability of a measuring instrument.” The research instrument should produce similar outcomes each time it is utilised. For example, a restroom scale that measures the weight of a person should quantify in a similar way each time it is used, showing unwavering quality. The researcher ensured the reliability and validity of the study by:

- guaranteeing straightforwardness all through the research study;
- guaranteeing that all sources used are sufficiently referenced;
- offering uniform, pre-determined conversation starters to all participants;
- staying objective all through the investigation; and
- conducting the research in an expert and moral way which incorporates respecting the rights of all the research stakeholders.

3.11 Limitations of the study

The study was confined to participating community members based at site b in Khayelitsha, together with a modest number of councillors and a municipal manager in the chosen municipality in the Cape Town metropole. The researcher regarded this sample as suitable for the investigation, which sought to understand the role of public participation in local government in the Western Cape.

3.12 Elimination of bias

Wood and Ross-Kerr (2011:142) note that “bias results from collecting data in such a way, that one answer according to the research question is given undue favour over another”. “Bias in the data collection phase implies that the researcher is either influenced by the responses of the respondents in the same way or is selectively recording data according to conscious or unconscious predispositions” (Wood & Ross-Kerr, 2011:143). In this study, participants were asked to complete the questionnaires without any further interaction, so there was no way in which the researcher could influence their reaction. The researcher was also careful to avoid bias in reporting the findings of this research.

3.13 Ethical considerations

As Resnik (2015) says, “morals intend to separate right from wrong. Mouton (2001:238) defines ethics in research as a “process of deciding what is correct or incorrect”. Quinlan (2011:197) notes that “the findings of the research, conclusions drawn from the research, and the final product of the research” must have meaning and, by implication, must be beneficial. With this in mind, the motive behind this research is to improve service delivery in Khayelitsha by enhancing the importance of public participation in local government.

The study also followed appropriate “ethical standards and responsibilities” (Quinlan, 2011:197). The Head of the Department granted permission to conduct the study. The researcher also applied to the municipal manager for consent to conduct the study. She told all the participants about the purpose and nature of the study. They were additionally assured that their anonymity would be secured, and that they would be informed regarding the findings of the study.

The participants comprised ward councillors, general workers and members of the community. The study dealt with their contributions in a professional manner, and the importance of their input for the future was highlighted. They were informed that they could withdraw from the research whenever they wanted. The identity of participants was kept anonymous and their responses were treated confidentially. Appropriate security measures ensured that the data was safe. Each completed questionnaire was numbered and digitally stored and a back-up copy was made. Analysis of the data was performed carefully and upon completion, copies of the thesis will be presented to the Head of the Department and the Cape Peninsula University of Technology library.

3.13.1 Ensuring that permission was obtained

Approval was obtained from the CPUT Higher Degrees Committee and the CPUT Faculty of Business Research and Ethics Committee. Consent to proceed with the investigation and a separate moral freedom declaration are appended as Annexure C and Annexure D to this report. An authorisation letter approving conducting the research inside one of the associations is additionally attached as Annexure E.

3.13.2 Ensuring that participants have given informed consent

North Carolina's Urban Research University (2017) explains that informed consent on the part of an individual means that the participant was not bribed, forced or pressured in any way to take part in a study. It is additionally expected that the researcher describes the research in accessible terms to potential participants to enable them to make an educated choice regarding whether to participate in the investigation or not. The researcher created assent protocols that explained the nature and purpose of the research and clarified the privileges and responsibilities of participants.

3.13.3 Ensuring confidentiality and anonymity

The researcher was at pains to assure participants of the confidentiality and anonymity of the information they provided; hence, for example, no names or documentation pertaining to identity were collected or recorded (Fischer-Hubner et al., 2006:182).

3.13.4 Ensuring that no harm comes to participants

Participants were assured that the information gathered would be utilised exclusively for academic purposes and that they would not suffer any judicial or fiducial repercussions due to their participation in the study (Fischer-Hubner, Furnell & Lambrinouidakis, 2006:182). The researcher was careful to confirm with each individual participant that they were over the age of 18 (see the South African Basic Conditions of Employment Act No. 75 of 1997) and thus not a minor (South African Government, 2002).

3.14 Conclusion

The primary aim of the research was to provide insight into community perspectives on the effectiveness of public participation in service delivery. The particular intention of this chapter was to describe the research methodology used to gather data on this topic. A questionnaire administered by the researcher plus some interviews yielded both subjective and objective data for analysis. This analysis is the focus of the next chapter.

CHAPTER 4: RESULTS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.1 Introduction

The main purpose of this chapter is to present the findings of this study as well as to provide a discussion about the findings. The findings emanate from the three research questions, which this study explored (see chapter one). The three main research questions of this study are:

1. What is the state of public participation in service delivery in Khayelitsha?
2. How has the public been involved in service delivery initiatives in Khayelitsha?
3. Why do service delivery protests occur if public participation procedures have been followed?

This chapter is divided into three sections. The first section is concerned with the state of public participation in service delivery in Khayelitsha. It specifically provides the views of the respondents regarding the state of public participation in service delivery in Khayelitsha. The second section explores how the public is involved in service delivery initiatives in Khayelitsha. The third section provides a summary of the main findings of this study. In the next Chapter, Five the focus will be on the conclusion and recommendations of the study.

4.2 Results, data presentation and analysis

This section gives an overview of how fieldwork, theory and data analysis have been integrated to make the data collected meaningful. This chapter will present and analyse the data gathered from interviews and the questionnaires. Presentation will include discussion, tables and figures.

The state of public participation in Khayelitsha

The main concern of the first research question was to find out the state of public participation in Khayelitsha. To get answers to this question, interviews were conducted with two ward councillors. In addition, questionnaires were given to members of the community and the municipality official to find out what their views were about public participation. This section presents the responses of the units of analysis to the research question that sought to find out the state of public participation in Khayelitsha.

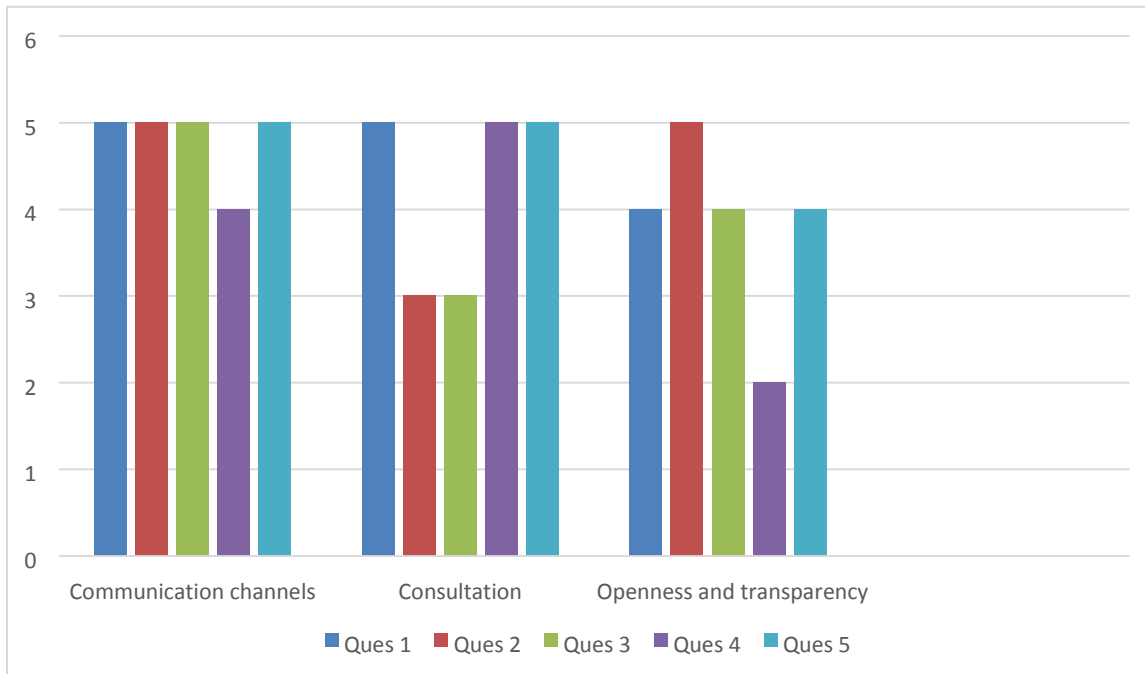
The questionnaire about the state of public participation in Khayelitsha was divided into sub questions covering communication channels, consultation and openness and transparency. We begin by looking at the responses of the first councillor (herein referred to as councillor 'A') on the state of public participation in Khayelitsha.

4.2.1 Responses of ward councillor 'A'

It was important to find out what the views of the councillors were about the state of public participation in Khayelitsha. The researcher's first concern was to find out how the councillors interacted with members of the community, particularly on issues that pertained to service delivery. Secondly, information regarding consultation with community members was elicited from the councillors. Thirdly, the researcher wanted to find out whether there was openness and transparency in the way the councillors interacted with community members. The names of the councillors are withheld; this is done in accordance with research ethics.

They are thus referred to as councillor 'A' and councillor 'B' respectively. Figure 1 portrays the views of ward councillor 'A' about public participation in service delivery issues in Khayelitsha. This is followed by analysis of the views of the councillors as well as the findings that transpired from the analysis.

Figure 1. The views of ward councillor ‘A’ on the state of public participation in Khayelitsha



Communication channels: The researcher wanted to know if the forms of communication were at the best interest of the community members or not. In their response to the research questionnaire, the two ward councillors agreed that their communication with the community is always effective and efficient. However, the researcher observed that this is only done during training and recruitment. Therefore, it can be argued that councillors and community representatives are only interested in the training sessions during the recruitment processes. Once appointed there is no monitoring and evaluation process in place to ensure they deliver according to the expectations of the community they serve.

As indicated in Chapter 2, Cloete and de Coning (2011:263) “assert that monitoring comprises of two complementary activities, namely: monitoring the implementation progress, and monitoring the attainment of results”. This implies that councillors are aware that communication is the key element that can be used to stabilise public participation but fail to use it effectively for evaluation and monitoring.

Consultation: “Consultation includes education, information-sharing, and negotiation, with the goal being a better decision-making process through organisations consulting the general public” (Hesse-Biber and Leavy, 2011:155). Figure 1 shows that ward councillor ‘A’ indicated that he often consulted with the community and the researcher wanted to understand if the consultation process that is used by ward councillor ‘A’ together with the members of the community is effective or not for the community members.

As indicated by Arnstein's 1969 Degrees of Participation (as referred to by the National Policy Framework for Public Participation, 2007). The fourth stage is counsel, which alludes to contribution and dialogues. As illustrated by Figure 1, counsel procedure was not done in the area under study. This suggests steady correspondence with network individuals is essential if viable administration conveyance is to be achieved.

Openness and transparency: The researcher asked about openness and transparency in order to know the manner in which information is cascaded to community members. According to Figure 1 above, ward councillor ‘A’ responded by saying that sometimes members of the community are informed about the state of public and service delivery issues through receptiveness and straightforwardness. Besides, White Paper on Transforming Public Service Delivery (1997) also stated that no information about people’s governance should be withheld from them. They need to know budgets and expenditures. If external service providers are appointed, justification of appointments needs to be disclosed to the public.

This simply means that councillors are expected to know that the possibility of protests is high when the state of public participation is low. It transpired from this study that the role of the community is not always clearly defined during the expected process of openness and transparency with them, and this results in poor public participation. In actual fact, openness and transparency go hand in hand with communication.

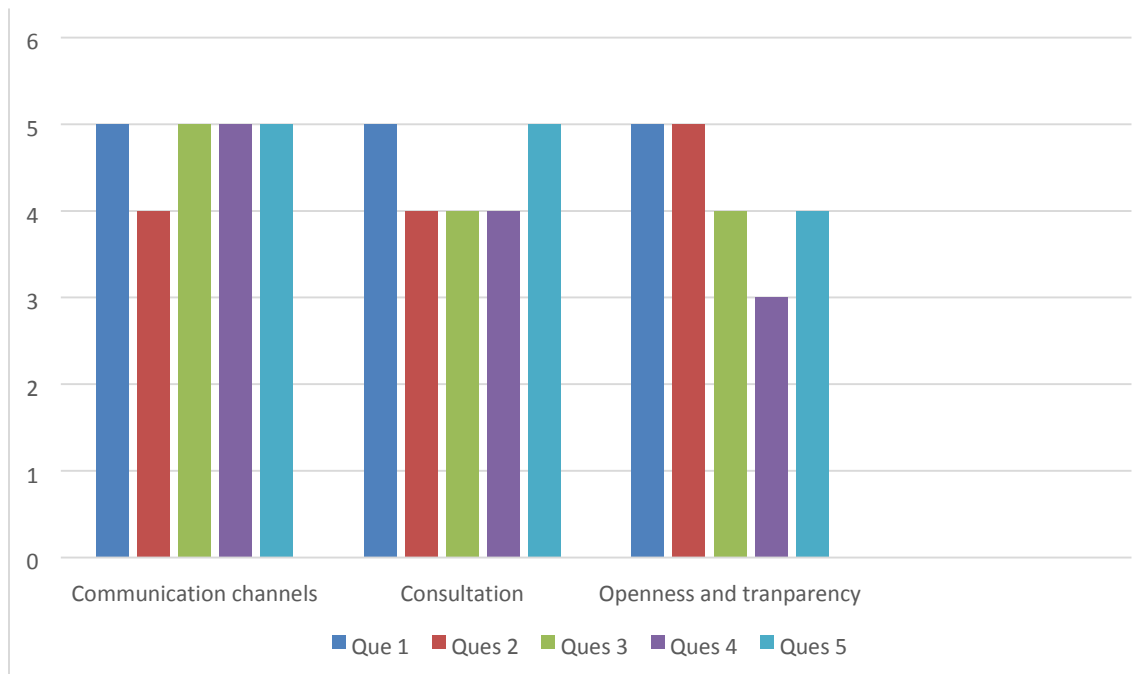
The following section specifically examines the views of ward councillor ‘B’. As the case was with councillor ‘A’, we look at the views of councillor ‘B’ about public participation in Khayelitsha.

4.2.2 Responses of ward councillor 'B'

Another interview was held with another ward councillor (herein after referred to as ward councillor 'B'). He was asked the same questions as ward councillor 'A'. The purpose of this was to get another opinion from another councillor to get a better understanding of what the state of public participation is at Khayelitsha. It was also crucial that the views of ward councillor 'B' were taken into consideration to acquire more knowledge about the state of public participation in Khayelitsha.

The researcher wanted to know how the councillor communicated with members of the community as well as the manner in which the consultation was done to classify and declassify information. Lastly, the researcher wanted to know whether the process of openness and transparency was done in a manner that was fair and equitable for the benefit of the community members.

Figure 2. The views of ward councillor 'B' on the state of public participation in Khayelitsha.



Communication channels: In the main, the views of ward councillor 'B' shown in Figure 2, do not differ from ward councillor 'A'. The following questions were asked to ward councillor 'B'. Much as the councillors were asked the same questions, in this part we reveal – for variety purposes – the questions and also present the direct responses of ward councillor 'B'. The researcher's perspective to the answers of ward councillor 'B' is also given.

In terms of the whether councillors communicate with the community when services are rendered in this ward, ward councillor 'B' responded by saying that communication strategies are always put in place to reach and communicate with the community members about the state of public and service delivery. As far as the aspect of communication channels is concerned, both ward councillors agreed that they use it effectively and efficiently. This implies that they are aware that communication is a fundamental tool for public participation. However, close examination of their interaction with community members' reveals that there is no effective and efficient communication.

On the question of whether the councillors understudy used satisfactory forms of communication with communities, the two ward councillors gave different viewpoints. Whereas councillor 'A' said that he always communicated with the community, councillor 'B' indicated that he often communicated with community members and that his communication can be rated as satisfactory. This simply means that the two councillors are not sharing the same sentiment when it pertains to the satisfaction of their forms of communication with communities. In terms of whether the channels of communication can be improved, the ward councillor 'B' gave a response that community always knew whom to consult when the service was required. This ward councillor was of the view that communication channels were always put in place.

This means that the councillor understood that there is a need for effective communication to speed up service delivery initiatives. The researcher was of the view that the manner in which the communication process was done was not conducive to effective service delivery because the councillor did not always contact the community. Concerning the question whether communication strategies were put in place every month, the two ward councillors gave similar responses. They both agreed that communication strategies were in place in their respective wards. The other question was about the involvement of all relevant stakeholders when services are rendered in Khayelitsha. Both ward councillors agreed that stakeholders are involved in service delivery processes.

In sum, “correspondence of political issues is constantly seen as a trade of political data between the lawmaker and the general population” (Giemza, n.d: 165). “The viable support devices in the types of correspondence are elusive and use” (Cutlip, 2012:56). Important open support happens just if there is a consistent progression of data to people in general, which persistently advances collaboration among legislators and the general population. This correspondence ought to be a two-route other than a direct top-down procedure (UNESCO 1999:8) between the council and the general population. Nonetheless, Dlanjwa (2013:43) “brings up that there is absence of arrangement between the discourses and issues that are occurring in regions and commonplace government.”

Consultation: In chapter two consultation is defined as the process that “includes education, information sharing, and negotiation, with the aim of striving towards establishing a better consultative decision-making process between organisations and the general public” (Hesse-Biber and Leavy, 2011:155). Ward councillor ‘B’ responded by saying that consultation is always done in his ward. His response differs from that of ward councillor ‘A’.

Ward councillor A in his response stated that consultation with the community is done quite often. If this is the case, then this means that through consultation the community and the councillor are able to take informed decisions.

Openness and transparency: Ward councillor ‘B’ responded and stated that this process is always followed. This means that both councillors shared a similar view on the question of openness and transparency. Openness and transparency is one of the fundamental principles of Batho Pele. As indicated in chapter 2 it is important that citizens be informed about how the national and provincial governments conduct matters of service delivery. Furthermore, councillors are required to agree to an exacting implicit rules when interfacing with individuals from the general population. As per the White Paper on Transforming Public Service Delivery (1997), the Public Service Commission issued a set of principles for community workers. The set of accepted rules for local officials incorporate the accompanying: welcoming and tending to clients; the recognizable proof of workers by name; the style and tone of composed correspondence; disentanglement and client invitingness of structures; the time inside which reactions to enquiries must be made; the lead of meetings and managing protests.

Having given the views of the two ward councillors, we now present the views of the municipality official on the state of public participation in Khayelitsha.

4.2.3 Responses of the municipality official

A different research questionnaire about the state of public participation in Khayelitsha was also given to one ward official. This person was the manager within the ward sub-council and had served the ward for 20 years. . According to his responses to the research questionnaire, his point of view differs from those of the councillors. For instance, he said that service delivery issues were often attended. He also indicated that information was rarely provided to the community.

Input of participants: One of the most important elements of public participation is the input of participants, particularly in council meetings. To ensure that the voices of the community members were heard, it was important to understand whether the input of the community members through their delegates is considered in council meetings. It was also important to establish if the input of these delegates was considered during council meetings. The official of the municipality responded by saying that the inputs of the community members are acknowledged often by the municipality.

Analysis of conduct: The municipal official stated that the issue of conduct analysis was always in order and was according to the set standard. However, he also mentioned a different view that quite often community members understood the views of other interested parties. This implies that there needs to be many engagements that could be conducted to the community to keep the community members well informed about service delivery initiatives. This would mean that relevant parties determine the state of public participation in Khayelitsha.

Anticipated outcomes: The researcher used a research questionnaire to elicit information from the municipality official about the state of public participation in Khayelitsha , on the question of whether the anticipated outcomes of the municipality are achieved in Khayelitsha, the municipality official affirmed that the municipality achieves these. However, from the interaction with community members it became apparent that the municipality does not achieve its anticipated outcomes in Khayelitsha.

For example, the researcher noted a disparity in the chain of communication between the municipality and community members in the wards understudy. It transpired from the study that the municipality does not consistently provide community members with information. One the

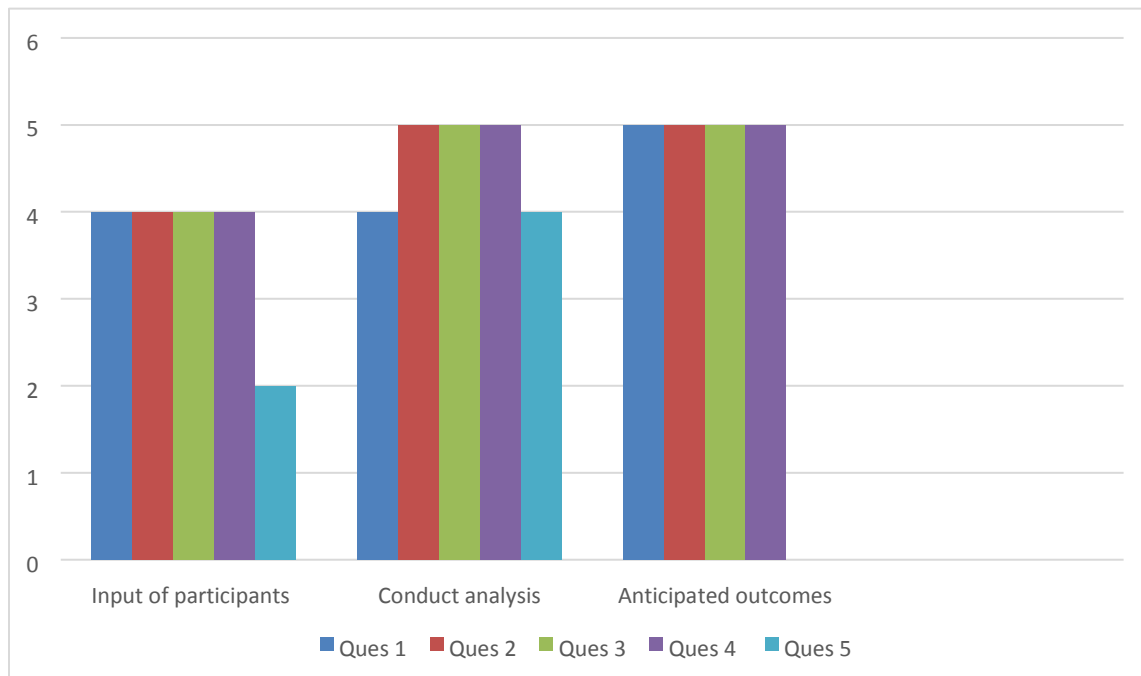
outcomes of this poor communication is the non-attendance by community members of meetings convened by the ward councillors.

According to the National Development Commission (2011:2) national plan aims at ensuring that chronic poverty in the country is alleviated. The NDP goes on to state that there is a need to do away with policies that enhance exclusion but instead South Africa must move towards nurturing economic growth. Furthermore, the NDP puts accentuation on the inclusion of networks in their advancement if ways of life in denied territories are to be improved. . The consequences of this examination uncovered that the dimension of network cooperation was just kept to administration needs recognizable proof and prioritization.

The open was not associated with planning the real usage plan, the checking and assessment methods of the network advancement activity. This investigation uncovered that administration conveyance is portrayed by absence of lucidity on the criteria utilised for making the recipient records.

Figure 3 gives a further illustration of the response of the municipality official to the research questionnaire on the state of public participation in Khayelitsha.

Figure 3: The views of the municipality official on the state of public participation in Khayelitsha



4.2.4 Responses of community members

The previous section focused on the views of the municipality official. The main purpose of this section is to present the views of the community members about service delivery in their area. The researcher distributed questionnaires to community members who stay at YA Section, in Khayelitsha. The YA Section is composed of community members who stay in brick houses as well as those who stay in shacks.

The questionnaire was organised according to the following subheadings; forms of gathering; service design and implementation phase.

Forms of gathering: The researcher wanted to understand if the forms of gathering are convenient or not to the community and the role that the community at large played to ensure that, the required process was conducive to the community to demonstrate its role in public

participation. The opinions of community members (as shown in table 1) differed from ward councillors and the municipal official. Table 1 shows the manner in which the community responded.

For the purpose of the study, the researcher identified three questions that were posed under each subheading. The response of the community members varied. While 30 community members asked about the forms of gathering specifically the periods of the meetings, the first 10 members of the community agreed that meetings were always held with the councillor.

Furthermore, when asked about how meetings were convened and whether, as community members they were informed about pending meetings the majority of the members responded by saying that they were never informed about these meetings (see table 1). This means that community members are not informed properly about meetings. Thus, the feedback provided by the councillors to the community members is not effective and efficient.

The second question under forms of gathering, wanted to know how often councillors call meetings. It is clear from table 1 that community members do not always attend meetings convened by the ward councillors. As indicated earlier, one of the reasons for this is poor communication. Furthermore, this leads to a situation where service delivery initiatives, which are not the priority of the community, are implemented. This leads to dissatisfaction and thus protests. It is imperative that ward councillors keep a strong chain of communication between the municipality and the communities they serve.

Also worth noting is that a big number of community members say that they rarely understand issues discussed in meeting. This indicates that matters, which are discussed in these meetings, are not based on the interests of the people but what the municipality thinks the communities need. It can be concluded that the municipality does not use the bottom-up approach when its deals with service delivery in the area understudy.

However, it is commendable that most community members stated that they received reports about meetings. One of the reasons for this is that sometimes ward councillors use the public address system, driving around the area informing them about the outcome of a meeting, especially if there is an upcoming development initiative.

The figures in table 1 indicate that community members are not properly informed about service delivery initiatives in their area, there is poor communication about meetings, but above all, they do not have interest because of not being made part of the process.

The researcher used the Likert scale to rate the responses of community members.

Key: 5-Always 4-Often 3-Sometimes 2 -Rarely 1- Never

Table 1 shows the views of community members about forms of public gatherings used by councillors. It specifically indicates how they responded to the research questionnaire.

Table 1: The responses of community members about the forms of gathering in Khayelitsha

(A). Forms of gathering	5	4	3	2	1
1.Councillors inform us about the meetings	10	4	3	2	11
2. I attend meetings every week.	3	3	10	4	10
3. I understand issues discussed in the meetings.	5	5	7	10	3
4.I receive reports about issues discussed in the meetings	12	6	4	5	3
5. I receive feedback from the councillors Quarterly	6	4	10	2	2
6. I raise my view point in the items presented by the Councillor	3	7	6	4	10
7. I support this form of consultation.	2	8	5	10	5
8. I know services to be rendered in my area.	9	3	4	4	10
9. I participate in any service delivery activity in my area.	1	9	3	10	7
10. I know the state of service rendered in my area.	4	6	10	5	5

Service design/strategic planning:

The researcher wanted to explore the role of the community from the strategic planning process as identified by the community and understand the manner in which the community can align with

the strategy of the local sphere of government. Table 2 shows the response of the community members that were based on three questions under service design. Once again, the researcher intended to understand about the introduction of new services that were provided by the councillors to the community.

The community members showed positive response as the first question was posed about the introduction of new services to the community. Out of 30 community members that were asked, 23.3% of the community members responded, saying the process always included the community (see table 2). This means that not all members of the community were aware of that new services needed to be assessed by the community prior to the implementation of those services. Ten percent of the community members said the community was not always involved in the process of strategic planning. This implies that the community does not play a crucial role in strategic planning.

On the question about service design, 17% of the community members said sometimes community members were informed about service design. On the other hand, another 17 % of the community members were of the view that this rarely happens. Therefore, we can argue that on performance management and strategic planning the councillors use a top-down approach. As a result, community members become clueless about some other issues of service delivery. This means that there is a need for strategic planning processes to be evaluated.

Defining evaluation measures in conjunction with deciding the purposes of engagement will help managers to focus on the following: “decide whether to engage in public participation; anticipate what kind of results participation will produce; articulate participation process goals; and align their design and management strategies accordingly” (Nabatchi 2012a).

Table 2 shows the views of community members about how service design process was done by councillors. It specifically indicates how the community members responded to the research questionnaire.

The researcher used the Likert scale to rate the responses of community members.

Key: 5-Always 4-Often 3-Sometimes 2 -Rarely 1- Never

Table 2: Represents the response of the community members about service design

(B). Service design/strategic planning	5	4	3	2	1
1. Councillor introduces new service to be rendered in my area	7	3	5	5	10
2. I design services for my area	6	4	10	5	5
3. I know the material used to provide services for my area.	3	7	4	6	10
4. I am satisfied with the way in which service is designed in my area.	9	1	6	10	4
5. I am aware of how service is designed for my area.	5	5	4	6	10

In essence, a strategy is a direction that indicates the intended future growth and development of the organization. However, in Khayelitsha local municipality this is not the case. It was observed that in nine months, nothing was done in terms of service delivery except meetings and this in fact led to a situation whereby a certain number of the community members do not attend meetings due to empty promises made by the municipality. Therefore, any planning made should at all times benefit the community.

Implementation phase: The main objective of the researcher was to find out how implementation of projects is done in the area under study. The first question raised was about how community members are informed when services were implemented. The researcher realized that only 17% of the community members said they were always involved in the implementation of service delivery initiatives.

Given the importance of involving beneficiaries of development initiatives during the implementation phase, this a very low percentage. Worth noting is that 13.3% of the community members said the process often allowed the community members to be included. On the other hand, another 23.3% said sometimes this process included them whereas 10% said community

members rarely participate in the issues of implementation phase. These results indicate that there is a need for the municipality to take seriously public participation.

Public participation in service delivery could be intensified by empowering councillors through training and by capacitating the unit, which is responsible for service delivery. Furthermore, the municipality must also put in place frameworks to guarantee consistent correspondence with open through mindfulness battles. The district should ceaselessly screen and assess the execution of gathering goals.

To be more effective, the process of implementation phase should be based under the interest of the stakeholders involved. This means that the policies that are implemented by government and structures must be in line with the officials that are the public servants. Furthermore, there must be no situations where people do not understand the manner in which both internal and external auditing is done due to lack of knowledge of the Financial Management Act and other pieces of legislation.

The response of the community about the implementation phase is given in table 3. The researcher used the second research question to evaluate the involvement of the community in the public space of the Local Municipality. The unit of analysis included the ward councillors, the municipality official and the ward community members. The research used different research questionnaires to elicit information from the units of analysis.

Table 3 shows the views of community members about how the implementation phase is done by councillors. It specifically indicates how they responded to the research questionnaire.

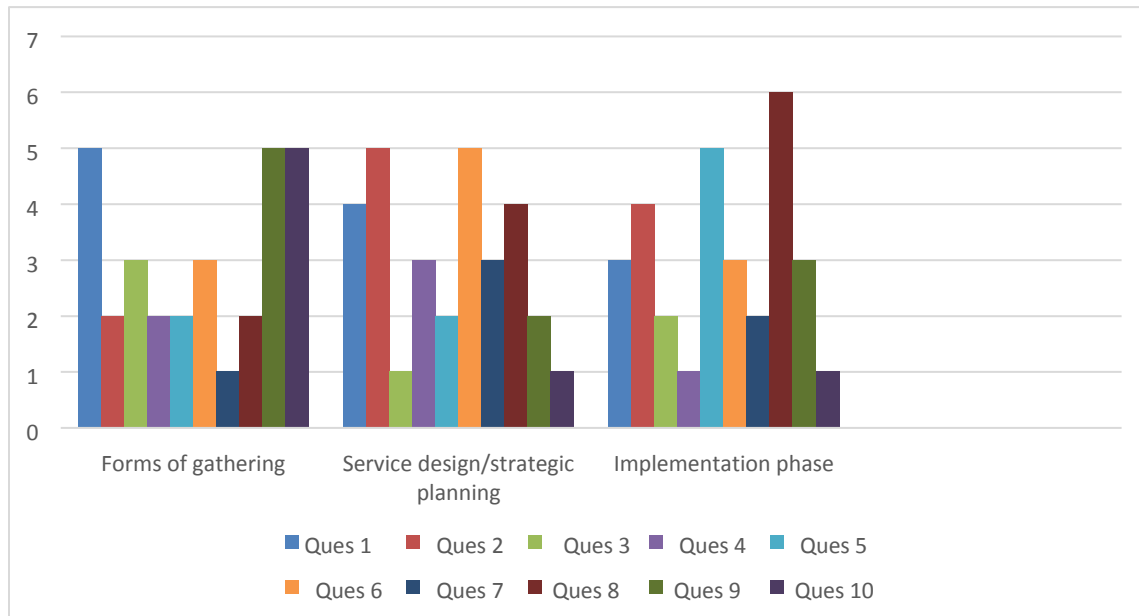
The researcher used the Likert scale to rate the responses of community members.

Key: 5-Always 4-Often 3-Sometimes 2 -Rarely 1- Never

Table 3: Represents the response of the community members about the implementation phase

(C). Implementation phase	5	4	3	2	1
1. I am informed when service is implemented.	5	10	7	3	5
2. I am aware of the criteria used to implement the service	8	2	10	3	7
3. The process used to implement service is fair.	11	9	2	5	3
4. The service implemented in my area is in good condition.	3	6	4	7	10
5. There is a monitoring process for services rendered in my area.	7	1	10	10	2
6. Councillor gives us skills to evaluate services rendered in my area.	5	10	5	5	5
7. Councillor reassesses the processes implemented to check services in my area	6	3	1	5	15
8. I have a choice to choose service that can be implemented in my area	16	4	2	7	1
9. I have an option to reject the service implemented in my area if it is not satisfactory	4	3	10	3	10
10. Councillor implements services we prefer in our area.	10	2	6	2	10

Figure 4: The views of the community members on the state of public participation in Khayelitsha



The following section presents the views of the units of analysis on public involvement in service delivery.

Involvement of the public in service delivery initiatives

This section focuses on the second research question of this study. This research question sought to find out the involvement of the public in service delivery and to investigate and ascertain the congruence between ward community members, ward municipality officials and ward councillors. To achieve this, information was solicited from the same two ward councillors (ward councillor 'A' and ward councillor 'B') and the same municipality official and community members. We begin by presenting the views of ward councillor 'A' on the involvement of public service delivery. This is followed by the views of ward councillor 'B', the municipality official and then the community members.

4.3.1 Responses of ward councillor 'A'

The researcher wanted to know how the councillors meet the basic needs of the community with particular reference to the involvement of the community to public participation layers and dynamics. There were three topical issues discovered by the researcher in order to explore the manner into which community members can get involved as a result, participation strategy, accountability and deepening democracy were identified to get detailed information around these issues. The figure 2 has been presented to find out the insight of both councillor regarding the public participation in service delivery issues in Khayelitsha.

Participation strategy: The researcher asked about participation strategy in order to analyse the plan that can be used to involve the community in service delivery initiatives. Another finding for research question two was that, the current programs are mostly running effectively, however, there seems to be a lack of accountability from the stakeholders involved in the process. The ward councillor 'A' responded by saying that community members were always involved in the strategy of the municipality to develop their community.

The answer of the ward councillor A as per the research questionnaire was in line with the intended second research objective which was to investigate and ascertain the congruence between ward committee members, municipal officials and councillors, therefore a questionnaire used the to extract the information from the first and second ward councillor respectively.

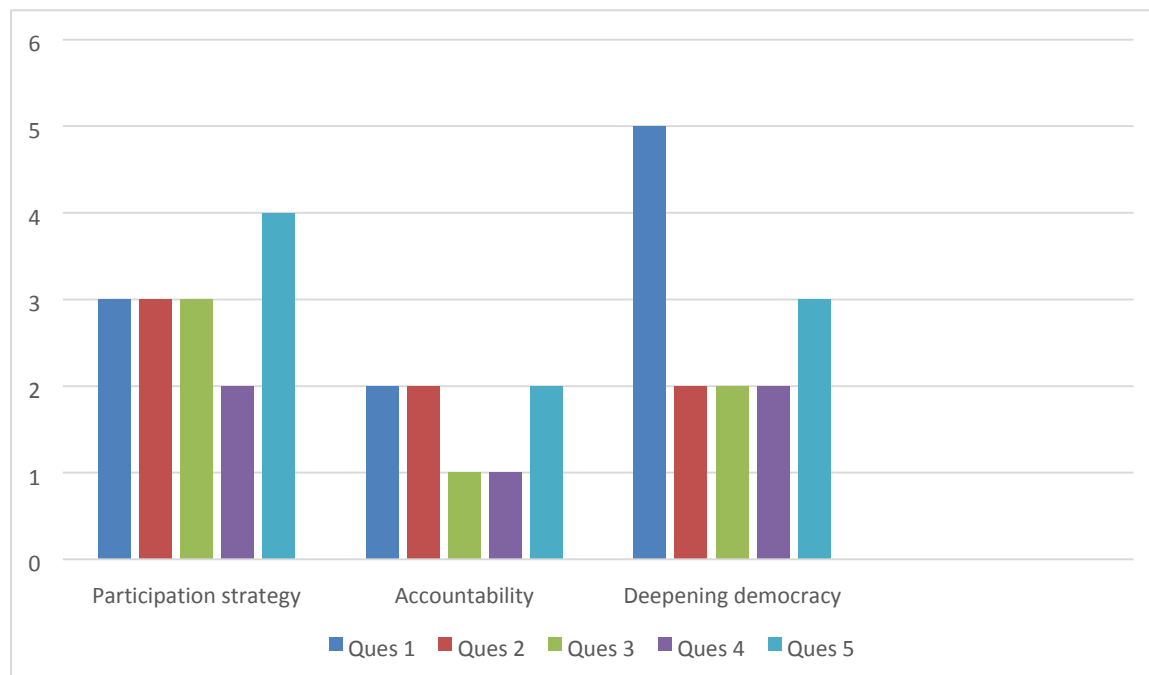
Accountability: The researcher solicited information from ward councillor A using a research questionnaire. The researcher realized from his interaction with the councillor that accountability between that councillor and the community he served was lacking. It is important for ward councillors to know that as agencies involved in project management and implementation, they have the responsibility of procedurally and periodically accounting to the people, they serve. All individuals ought to know about their jobs in the venture and the arranging of exercises of the task. Responsibility is one of the key standards of majority rules system and is a foundation in structure trust between the district and network individuals.

Deepening democracy: On the issue of deepening democracy, ward councillor ‘A’ stated that sometimes the community gets involved in democratic issues. This is interpreted as implying that the municipality does not always involve the community. The purpose of soliciting information about this aspect of democracy was to find out if communication processes are followed when a service is about to be delivered to a community.

Democracy is defined as “an ideal of political association” which is about “the power of the people” It is “a system of government” (Villoro, 1998: 95). What transpired in this study is that ward councillors seem to lack understanding of the role they have to play in enhancing democracy.

Figure 5 provided a clear illustration of how ward councillor A responded to the questions on participation strategy, accountability as well as deepening democracy.

Figure 5: The views of the ward councillor ‘A’ about the involvement of the community in public participation



In the next section, the response of ward councillor ‘B’ is explicated on the involvement of the councillor in service delivery.

4.3.2 The response of ward councillor 'B'

Another interview was held with ward councillor 'B'. In this interview, the researcher posed the same questions that were posed to the previous ward councillor 'A'. The researcher wanted to analyse the involvement of community within the spectrum of public participation in service delivery. The following section focuses on the views of ward councillor B.

Participation strategy: Fox and Meyer (2011:155) define public participation as "the involvement of citizens in a wide range of administrative policy-making activities, including the determination of levels of service, budget priorities and the acceptability of physical construction projects in order to orient government programs toward community needs, build public support and encourage a sense of cohesiveness within society". The researcher examined the strategy that was adopted by the municipality in order to involve the community when it pertains to the layers and dynamics of services.

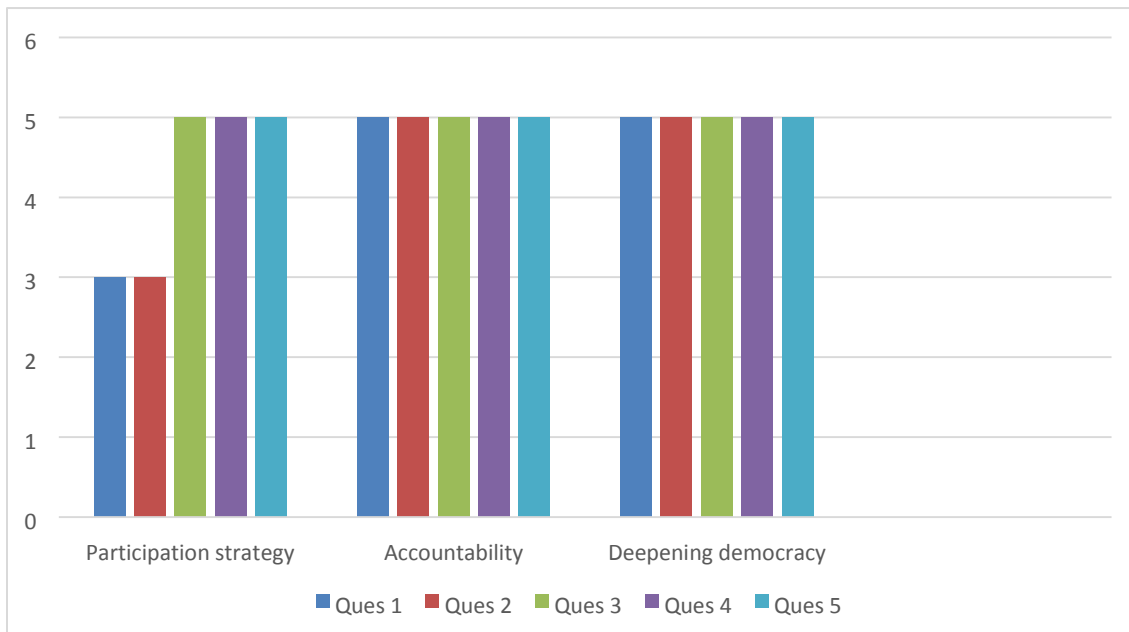
The view of ward councillor 'B' in the research questionnaire points out that sometimes the community got involved in service delivery initiatives. This implies that sometimes there would be gap that needs to be closed by the municipality in order for communities to be involved in service delivery.

Accountability: The requirement of accountability applies to all parties involved in the flow of work towards the realisation of a shared goal, this include external organisers, and community "leaders, as well as any emergent leadership from the ranks of the poor and the disadvantaged" (Hesse-Biber and Leavy, 2011:75). The researcher wanted to explain the way in which the municipality can be hold more accountable to execute service delivery. The ward councillor 'B' was also of the opinion that the community was always involved for accountability purposes in his response.

Deepening democracy: This can be accomplished by adhering to basic democratic ethical values such as trustworthiness, honesty, integrity, frugality and accountability. “Public participation is a concept that is synonymous with democracy, involvement, engagement, transparency and good governance” (Bozo & Hiemer 2016:144). Without the previously mentioned components, the procedure of open cooperation might be thought of as having been imperfect in usage.

The researcher wanted to determine if the community owns the municipality or not as democracy was well defined above and the view of the ward councillor ‘B’ as responded per figure 6 below showed that always involvement of community was done in a democratic manner when it pertains to the service delivery issues similar to the ward councillor ‘A’.

Figure 6: The views of the ward councillor ‘B’ about the involvement of the community in public participation



In the next section the questions and sub-questions that were posed to the municipality official. However, for the purpose of this section the researcher used the sub-questions of the municipality official that were different from those of the ward councillors.

4.3.3. Responses of the municipality official

The researcher also solicited the views of the municipality official about the involvement of the public in service delivery initiatives in Khayelitsha. His views re categorized under the following sub-themes:

The role of leadership: Good governance is essential about effective leadership. Leaders need to rise to the challenges faced by the community if there is to be any change of responses. Newman and Jennings (in Mautjana & Makombe, 2014:59), among others, propose that to achieve deliberative engagement in the IDP representative forums, there must be a high commitment shown by leadership (both political and bureaucratic); a sound national arrangement and administrative system, bolstered by government at national dimension; and checking and assessment forms that should shape the reason for intercession.

Another finding was identified which states that, there is a no capacity to equip the representatives of the community as a result most of them the do not finish their term in office. The municipality official responded by stating that sometimes leadership is valued as the corner stone of the society. Therefore, the researcher establishes that research question 2 about the involvement of the community in service delivery initiatives; in terms of the role of leadership do suit the best interest of the community.

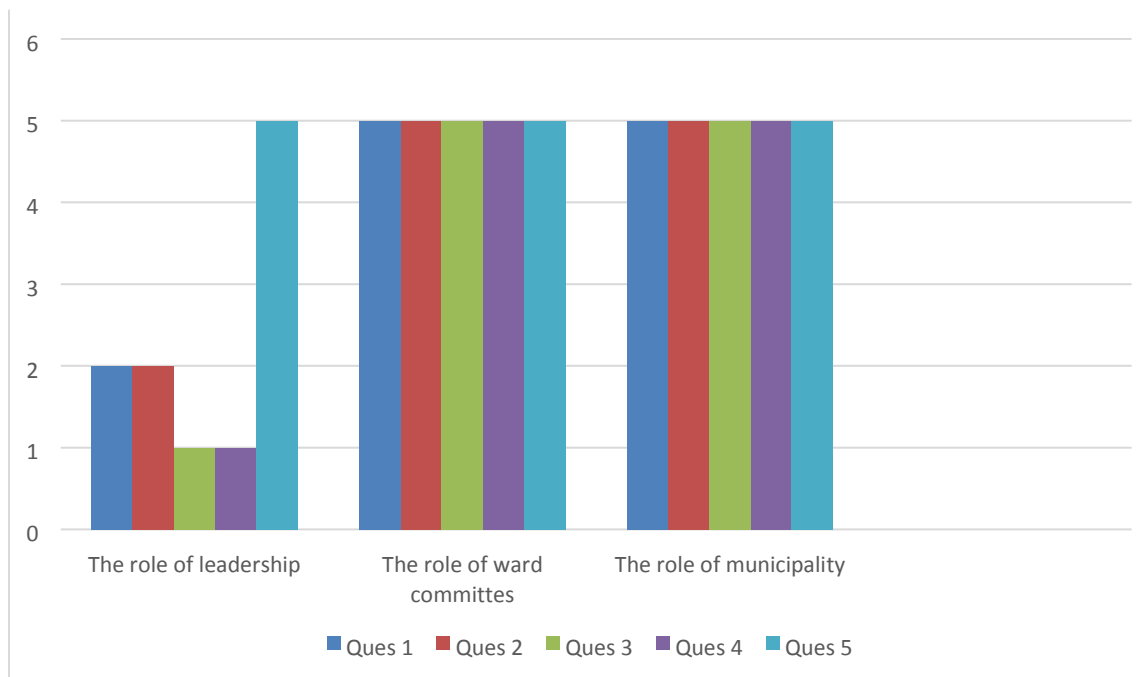
The role of ward committees: From Chapter 2, it wound up clear that ward boards of trustees are looked with genuine difficulties. Henceforth, in certain regions ward boards of trustees scarcely meet. Such preparing needs ought to be on refereeing and exchange, study, checking and assessment, venture the executives and execution the executives, “as these are some of the required areas of expertise of ward committees” (The National Ward Committee Guidelines, 2005, in Masango, Mfene & Henna, 2013:95, 96).

Ward committees ought to give a stage to individuals to consider councillors and authorities responsible for administration conveyance in the wards. One of the goals of this examination was to assess and discover why network individuals challenge administrations which they clearly need. In order to get answers to this question, the researcher used a questionnaire. It transpired from the questionnaire that community representatives rarely complete their terms of office. This is due inefficiency and incompetence and thus, projects are left incomplete or sometimes never take off ground.

The role of the municipality: A region has forces to make laws that are enforceable inside its zone of purview. A region has forces to take choices on its capacities and the administration of the zone inside its ward. The South African government, especially Local Government, should move far from the conventional arranging approach, which views natives as recipients as it were. The response of the municipality official was that the municipality always plays an important role in rendering services to the community.

His questionnaire was different from the other unity of analysis. Therefore, all the findings of the councillors correspond with those of the official and both of them are the representatives of the City of Cape Town. The official's response regarding the role of leadership, the role of ward committee and the role of municipality is further given in figure 7.

Figure 7: The views of the official about the involvement of the community in public participation



The previous section provided the views of the municipality official. The following section gives the views of the community members in service delivery.

4.4.4 Responses of community members

Following 22 years of vote based system in South Africa, it has turned into a convincing actuality that open cooperation in nearby government ought to be improved. By a similar token, it is obvious that open investment ought to likewise be presented in intergovernmental relations discussions so as to address administration conveyance challenges, “which reached the highest peak since the dawn of democracy with 218 protests in 2014 “(Powell, O'Donovan & De Visser, 2015:1).

The same community members were also asked about research question 2 and a research questionnaire therefore was used to unpack the following:

Decision-making: The community was asked using a different questionnaire to answer the research question 2 and 1, in this regard; the questionnaire was used in the form of a table 1. The “South African government has lost a number of court cases in the past due to the lack of public participation in decision-making” (Mathenjwa, 2014:147-149). “The logic for public participation usually calls the public to participate in formulating development plans at the formative stage, rather than after politicians and officials have made their particular choices” (Mzimakwe, 2010:504).

Table 4 elicited the responses of the community concerning decision-making, quality assurance as well monitoring and evaluation respectively in public participation. As a result, table 4 shows the questions around decision making that were posed to community members and about 10% of the community members stated that they were always involved in decision-making.

About 33.3% of the community members mentioned that, sometimes the community is consulted to express its views regarding the ills of the society, whereas 17 % established that decision making with the community happens rarely. The last 17% maintained that the community has never been involved in decision-making processes. This implies that to some degree decision, making techniques entails the minority of the community regarding service delivery initiatives and there is still a huge gap between the views of the community and those of the municipality.

The researcher also used Likert scale for the community members about each sub heading to rate answers by ticking on an appropriate box,

Key: 5-Always 4-Often 3-Sometimes 2 -Rarely 1- Never

Table 4 shows the views of community members about the decision-making conducted by community members. It specifically indicates how they responded to the research questionnaire.

Table 4: Represents the response of the community members about decision-making.

(A)Decision making	5	4	3	2	1
1. Councillor consults us when service is about to be rendered in my area.	3	7	10	5	5
2. I am satisfied with the way in which services are proposed regularly.	6	4	7	3	10
3. I am informed about the outcomes of services rendered	2	8	10	3	7
4. I am aware of resources allocated for services rendered in my area.	5	6	9	2	8
5. I am very happy about decisions taken when service is rendered.	9	1	10	6	4

This implies that community the view of the community was excluded in decision-making and there was a finding that services delivered are not at the heart of the beneficiaries even though community have a role to play as the literature stated. The concept of decision-making is defined by Vander Waldt (2001, p. 193) as “identifying and selecting a course of action among alternatives to solve a specific problem”. One of the most important factors in making decisions is the information or records.

This was done because having detailed, accurate and timely information hasten decision making likewise scanty, inaccurate and poor timing result in making wrong decisions. According to (Mautjana & Makombe, 2014:55) “ladder of participation, this arrangement ensures that citizens obtain influential decision-making power by occupying a majority of seats in committees”.

Quality Assurance: The researcher asked questions about quality assurance in order to ascertain the condition of services rendered within the community and to reassess the quality standard of those services delivered. The community responses are shown in table 5. The results show that 13.3% of the community members said always quality assurance is assessed with the inclusion of the community members meaning that, this is still a subject matter due to the low volume of the community members that play a certain part, regarding quality assurance measured when service is rendered. In addition, 20% answered that quite often verification is done for quality purposes of the services.

Furthermore, 23.3% of the community members said sometimes quality assurance is measured through the inspection just before the service is delivered. This means that the process is not taken into serious consideration at all times as 10% of the community members said the process of quality assurance rarely happens rarely. This implies that the members of the community cannot approve the time constraints for quality assurance. Another 33.3% of the community members stipulated that there was never quality assessment process in any service delivered in the ward.

The researcher used the Likert scale for each subheading to rate answers by respondents. The respondents (on a scale of 1-5) had to tick an appropriate box.

Key: 5-Always; 4-Often; 3-Sometimes; 2-Rarely; 1- Never.

Table 5 shows the views of community members about the quality assurance conducted by community. It specifically indicates how they responded to the research questionnaire.

Table 5: Represents the response of the community about quality assurance in service delivery.

(B) Quality assurance	5	4	3	2	1
1. Services rendered in my area are cost effective.	4	6	7	3	10
2. There is compliance measurement for services to be rendered at set standard.	5	6	10	5	4
3. Time management is considered when services are delivered in my area.	8	2	5	12	3
4. I am aware of the capacity used to deliver services in my area.	2	3	9	5	11
5. Competence is taken into serious consideration when services are rendered in my area.	7	10	3	2	8

There was another finding that the contractors who used cheap labour were still under investigation as the service, which they provided, was not of good quality standard. The quality of services rendered within the community was measured by using a questionnaire; and the response of the units of analysis are given in table 5.

The research objective 4 was also used which was to analyse the communication processes that are followed when a service is about to be delivered in a community, the most frequently used definition of “service quality is the degree to which a service provision satisfies the customers’ requirements or expectations” (Wang, et al. 2011:437).

Monitoring and evaluation: The researcher also asked about processes put in place after services are implemented to determine the manner into which services can be monitored for future references and to ensure that those services are evaluated so that they are relevant to the needs of the community members. Observing is viewed as a nonstop capacity that utilises methodical gathering of information on determined pointers to give the board and primary partners of a continuous advancement mediation with markers of the degree of advancement and accomplishment of destinations allotted assets.

Assessment is the methodical and target evaluation of a continuous or finished undertaking; program or strategy the point is to decide significance and satisfaction of goals, improvement, proficiency, adequacy, effect and maintainability. It ought to include consolidation of exercises learned into basic leadership process it likewise ought to identify with the value or criticalness of an action, arrangement or program.

Questions that broadly sought answers to the second research question of this study were solicited through a questionnaire that was distributed to members of the community. Responses to the questionnaire revealed that 7% of the community said that members of the community were always involved in the monitoring and evaluation process. However, 27% of the community members stated that monitoring and evaluation process seldom happens. Another 27% of the community members responded by saying that this process often takes place within the community when the service is delivered. This study also reveals that only 33% of the community members said sometimes the community is given the opportunity to participate in the monitoring and evaluation process.

About 13% of the community members stated that the process of monitoring and evaluation rarely happened meaning that periodically services are being monitored and evaluated based on the systems of government, whereas 20% of the community members have said this process was never practically done by the municipality officials as expected. This further implies that there is a serious problem, which needs the attention of the municipality because mentoring and evaluation are fundamental in service delivery.

Table 6 shows the views of community members in monitoring and evaluation conducted by councillors. It specifically indicates how they responded to the research questionnaire.

The researcher used the Likert scale for each subheading to rate answers by respondents. The respondents (on a scale of 1-5) had to tick an appropriate box.

Key: 5-Always; 4-Often; 3-Sometimes; 2-Rarely; 1- Never.

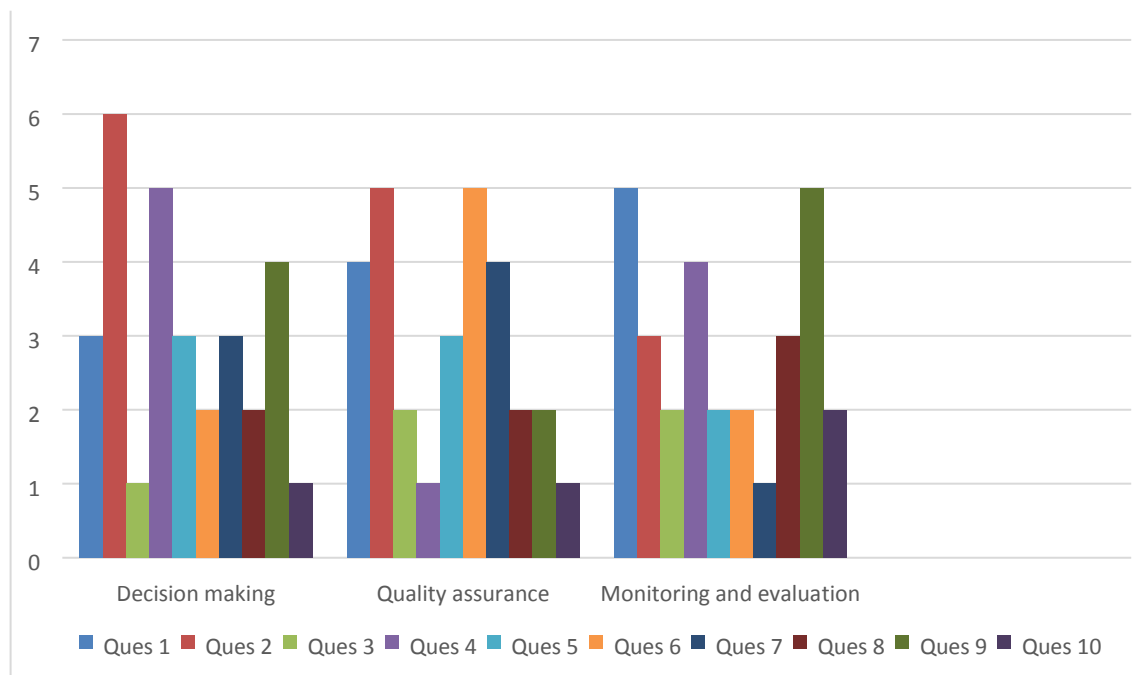
Table 6: Represents the response of the community in the monitoring and evaluation

(c) Monitoring and evaluation	5	4	3	2	1
1. Constant action is put in place to monitor services delivered in my area.	2	8	10	4	6
2. A critical evaluation process is always applied for services in my area.	3	7	9	1	10
3. Skills development training is provided for the community for risk management in the future of rendered services.	1	10	9	3	7
4. There is a strategy implemented to involve the community in a fair manner.	2	8	4	6	10
5. Interim structure supports the effectiveness of the monitoring processes.	9	1	5	11	6
6. Feedback is always provided to the community as the outcomes of the evaluation process.	3	7	7	4	9
7. There is an assessment of the whole process of monitoring and evaluation.	6	4	5	5	10
8. Community is always informed when change is made for the progress of this process.	7	9	1	10	3
9. Community voice is put first when there is any change within the working team.	3	7	10	5	5
10. There is a prevalence of community for the reassessment of any process followed in the services delivered.					

The second research question was about; how has the public been involved in service delivery initiatives in Khayelitsha and it was also explicated by the community through the use of figure 8 and table 6 in order to explore more about decision-making, Quality assurance as well as monitoring and evaluation as these sub headings were used in the research questionnaire. Cloete and de Coning (2011:263) write that monitoring comprises of two complementary activities, namely: monitoring the implementation progress, and monitoring the attainment of results.

This process should be implemented after services are rendered within the community so beneficiaries of the service are able to maintain it for future references. According to table 6 the response of the community members was provided and figure 8 also represented the views of the community about the involvement of the community in public participation.

Figure 8: The views of the community about the involvement of the community in public participation



Factors influencing service delivery protests

The following section presents the views of the units of analysis on factors influencing service delivery protests

This section focuses on factors influencing service delivery protests in Khayelitsha – this emanates from the third research question of this study. It seeks to find out why service delivery protests occur if members of the public are involved in processes that pertain to service delivery in their area. As in chapter four, the researcher sought answers to the third research question from the following respondents: ward councillors A and B, the municipality official and members of the community.

5.1 Responses of ward councillor 'A'

The researcher wanted to know the main causes of service delivery protests within the community as well as the manner in which the community gets involved. The responses of the ward councillors are categorised into the following sections: capacity management, value for money and distribution of services.

Capacity management: The United Nations Development Program (2006) defines” capacity management as a long-term continual process of development that involves all stakeholders which includes ministries, local authorities, non-governmental organisations, professionals, community members, academics and more”. Moreover, The National Development Commission (2011:2) argues that “the national plan has to attack poverty and exclusion, nurture economic growth, and at the same time create a virtuous cycle of expanding opportunities, build capabilities, and involve communities in their own development, all leading to improved living standards”.

Ward councillor A in his response indicated that the issue of capacity management is one of the causes of service delivery protests in the area under study. The researcher believes that capacity management is one of the critical issues that need to be considered when services are rendered to communities and it should be addressed at all times.

Value for money: Ward councillor 'A' responded that issue of value for money always contributes to service delivery protests depending on the annual budget of the municipality.

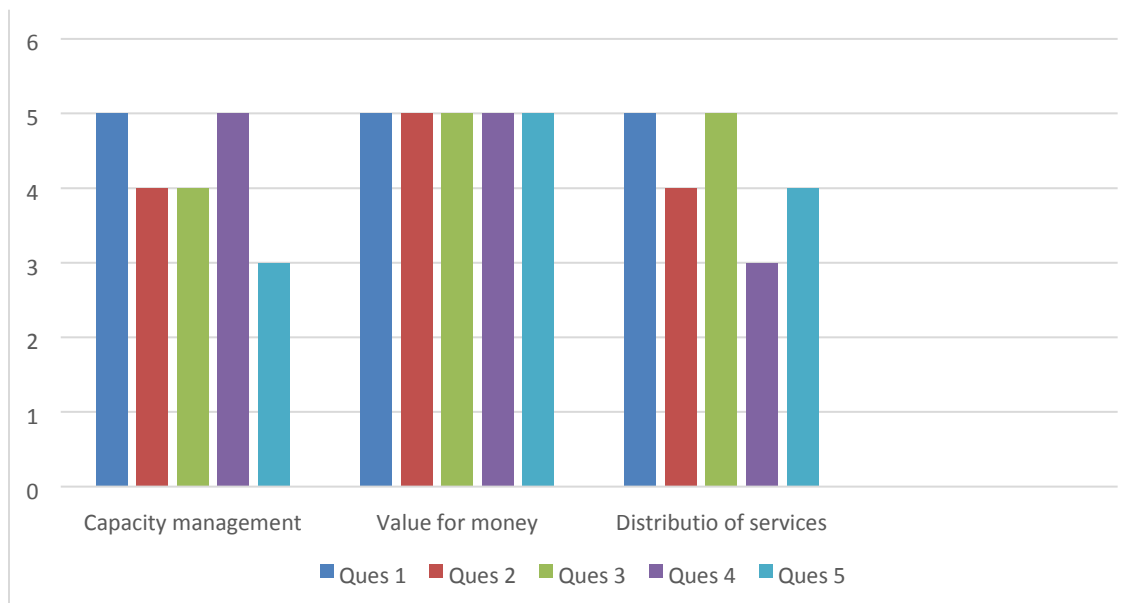
The researcher maintains that public servants need to watch that the administration conveyance instrument is perceptive and worth is driven by open results, not authoritative procedures. Administrations, as Batho Pele standards state, ought to be given financially and productively so as to furnish residents with the best an incentive for cash. Besides, Batho Pele standards must be controlled by the advancement attempted in endeavours to change the open administration just as change happening in the public arena as a rule.

Distribution of services: Ward councillor 'A' revealed in his response that the Municipality often implemented distribution of services. However, time constraints lead to delays in service delivery and this causes communities to protest. The concept service delivery is arguably linked to government's intent to satisfy its clients through provision of good and quality service (Sebola, 2012) various capacities that fall outside the zone of Local Government, as a general rule, are viewed as the reason for administration conveyance challenges in certain regions.. "For example, the RDP houses have been identified as a source of service delivery protests in communities" (National Planning Commission, 2011:408).

Powell et al. (2015:6) reveal that "one-in-ten reported grievances, between 2007 and 2014, involved non-municipal services". The last stage is the most crucial in the delivery of services and it requires all relevant stakeholders to be part of the team in order to ensure that services are delivered efficiently and effectively.

Figure 9 gives an illustration of the views of ward councillor A regarding *capacity management, value for money and distribution of services*.

Figure 9: The views of ward councillor A on factors influencing service delivery protests in Khayelitsha



It was also imperative for the researcher to solicit the views of the second ward councillor (herein referred to as councillor B) about factors influencing service delivery protests in Khayelitsha. The same questions that were posed to ward councillor A were posed to ward councillor B. The following section focuses on the responses of ward councillor B.

5.5.1 Responses of ward councillor 'B'

As indicated earlier, the researcher wanted to get the views of ward councillor B on factors influencing service delivery in Khayelitsha. As the case was with councillor A, the questions were divided into three main sections: capacity management, value for money and distribution of services.

Capacity management: Ward councillor 'B' stated that capacity management always influences service delivery protests and this is due to lack of resources in the Municipality. Furthermore, the researcher noted that protests occur due to a number of factors that relate to capacity management. Firstly, protests occur because service delivery processes that the municipality follows remain poorly governed.

Secondly, some structures within the municipality ignore all attempts to assist citizens to access information that pertains to service delivery. Thirdly, service delivery protests break out due to the failure of the municipality to respond timeously to citizens' grievances. Lastly, there is apparent lack of political will to improve the plight of deprived communities.

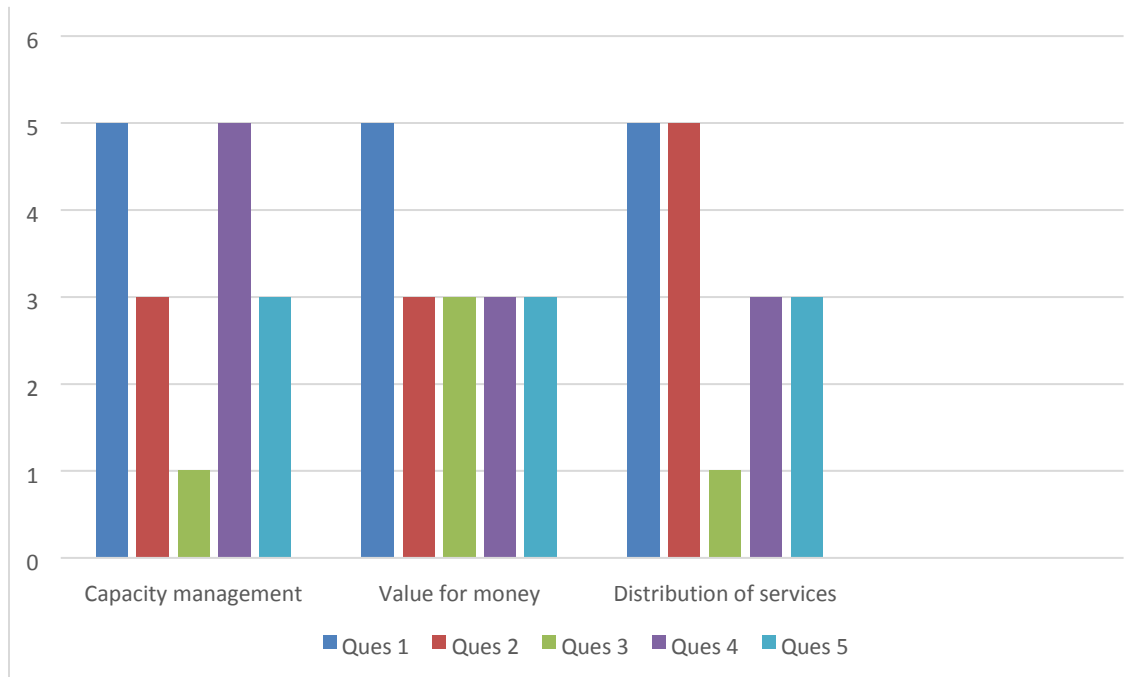
Value for money: Ward councillor 'B' was of the opinion that sometimes the value for money in terms of the standard and cost of services rendered to the community opens a huge gap that influences service delivery protests. There is little evidence that Local Government is serious about responding to people's needs. In addition, there is lack of municipality response to community problems due to budgeting processes and insufficient funds. As a result, the municipality fails to identify the root causes of service delivery failures. Further, the municipality fails to promote public participation and service delivery services because of administrative and institutional capacity challenges.

Distribution of service: Ward councillor 'B' responded that distribution of services is always a common factor that influences service delivery protests. The researcher observed that the municipality fails to take action regarding community challenges and one of the constraining factors to this is the legacy of apartheid that municipalities struggle to unravel. Furthermore, there is no connection between the municipality and community priorities.

Additionally, there is no consistent action to enable the community to participate in service delivery. For example, they do not participate in the process of selecting services that need to be rendered to them. As a result, they protest against the top-down approach to service delivery that municipalities use when they have to deliver services to deprived communities.

Figure 10 further illustrates the views of councillor B about the factors influencing service delivery protests in Khayelitsha.

Figure 10: The views of ward councillor B about factors influencing service delivery protests in Khayelitsha



Having given the views of ward councillors A and B, we now turn to the responses of the municipality official about his views on factors influencing service delivery protests in Khayelitsha. The questions that were posed to the municipality official are divided into the following sections: service delivery initiatives, public participation measures and handing over.

5.5.2 Responses of the municipality official

The researcher did not only seek the views of the two ward councillors about factors influencing service delivery in Khayelitsha but also those of the municipality official who is responsible for service delivery in Khayelitsha. This section focuses on the responses of the municipality official.

Service delivery initiatives: A research questionnaire was given to the municipality official to get his views about service delivery initiatives in Khayelitsha.

In his response to the questionnaire, the municipality official said that community members are included often in service delivery initiatives that affect them. However, “Gauteng and the Western Cape were reported to have experienced the highest number of service delivery protests for the period 2012 to 2014, where, respectively, each saw 30% and 22% of the protests” (Powell et al., 2015:5).

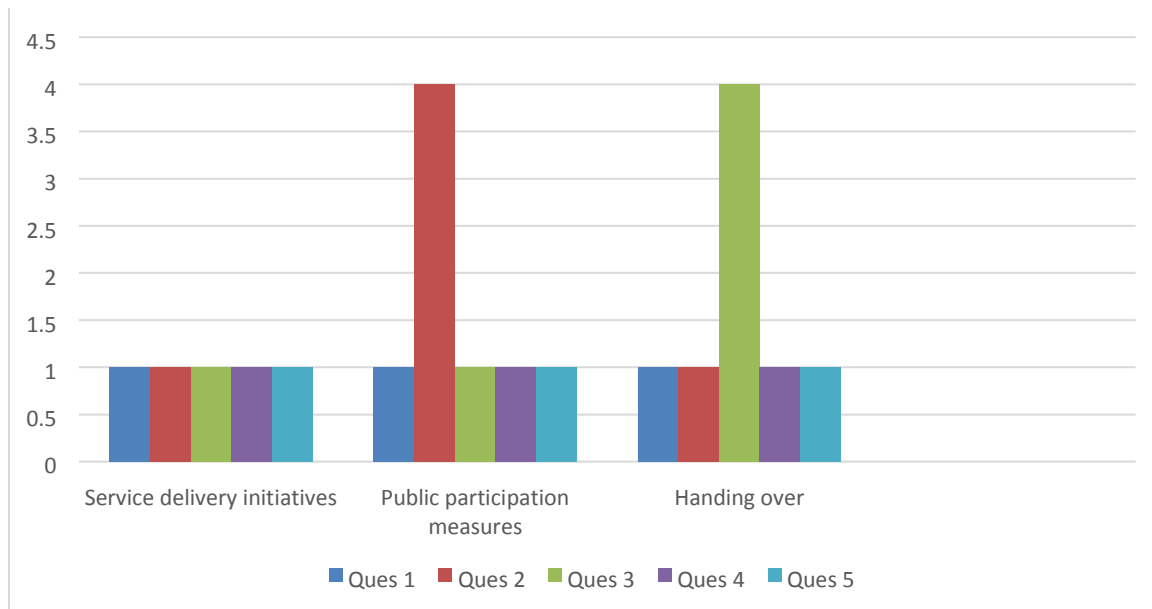
Public participation measures: The municipality official responded to the question about public participation measures by saying that sometimes the community is involved in service delivery processes. However, members of the community gave a different viewpoint stating that they are never involved in service delivery processes. In “any democratic country like South Africa, participation by both men and women is a cornerstone of good governance” (Graham, Amos & Plumtre, in Qorbani & Feizi, 2014:2; Mzimakwe, 2010:505). Furthermore, in soliciting information from community members, the researcher considered the critical question of gender representation. It very well may be contended that sexual orientation portrayal among the respondents was equivalent and reasonable.

This study did not only ensure gender representation but paid attention to the various perspectives advanced by the respondents. This means that the level of participation of both male and female respondents was noticeable to be equitable. The standard of public participation should be set in partnership with the community so that the community can be aware of what is expected from the municipality so that if the municipality does not act according to the set standard certain measures can be taken.

Handing over: The handing of a completed service to a community gives that particular community authority to own the rendered service. To find out if this was done to the community, the researcher solicited information from the municipality official. The official responded by saying that handing over is often done.

However, community members in a similar questionnaire given to the municipality official said that handing over was never done. The final stage of service delivery should be to ensure that all relevant stakeholders are involved in order to consider the maintenance side of the services provided for future reference. This would enable communities to own the services rendered to them with pride. Figure 11 gives an illustration of the views of the municipality official on factors influencing service delivery protests in Khayelitsha.

Figure 11: The views of the municipality official about the factors influencing service delivery protests in Khayelitsha



In the next section the questions and sub questions that were posed to the community members in service delivery are given. The researcher used other subheading that were different from those of the ward councillors and the municipality official.

5.5.3 Responses of community members

It was fundamental to receive the opinion of community members about the state of public participation and specifically the factors influencing service delivery protests in Khayelitsha. It must be noted that these are the beneficiaries of service delivery and the concern of this study was to find out what the state of service delivery was in Khayelitsha. In other words, this study would have been incomplete without soliciting the views of community members about the factors influencing service delivery protests in their area. In this regard, the researcher designed a specific questionnaire for community members. The questionnaire is comprised mainly of the following sections: time frames; community engagement; and control measures.

Time frames: The time taken to convey an administration ought to be the most brief conceivable time for both the client and the association conveying the administration – and they need to get this privilege the first run through. A social minimal on Local government must be set up where all natives are guided in their activities by a typical arrangement of administration esteems. With the appearance of polished skill in open area association, expertly prepared community workers have the scope to play out their undertakings unreservedly and to figure out what is of open intrigue; and on the off chance that they are unfit to perform and achieve their employments inside the given time spans, they should anticipate some notice from their bosses.

The researcher was interested to know whether time frames were set when service delivery initiatives were made. Secondly, it was important to find out if members of the community were consulted during the process of setting up time frames. Furthermore, failure to meet time frames affect the quality of services rendered to communities and in most cases lead to protests.

The views of community members on the question of time frames and service delivery protests are given in Table 7. The researcher used the Likert scale to assess the views of community members. Key: 5 – Always; 4 – Often; 3 – Sometimes; 2 – Rarely; 1 – Never.

Table 7: Represents the views of the community on time-frames as factors influencing service delivery protests in Khayelitsha.

(A) Time frames	5	4	3	2	1
1. Services rendered in my area are of good quality standard.	1	9	5	10	5
2. Councillor involves community when services are rendered prior to the date of implementation	4	6	10	5	5
3. Services are delivered at estimated time within our area.	5	5	4	7	9
4. Consultation process regarding services delivered within my community is of public interest.	11	9	3	5	2
5. Services are delivered in an unbiased manner within my area.	9	1	10	4	6

Community engagement: “Community engagement consists of a number of activities ranging from one-way information to the public to two-way collaboration” (Gordon et al., 2013). “Community engagement potentially provides benefits for both the company and the community, with the company gaining legitimacy and managing social risk and the community gaining access to skills interventions, capacity-building, and improvements to social problems” (Bowen et al., 2010; Gordon et al., 2013).

It was observed that public engagement decreases service delivery protests as the engagement enables all relevant stakeholders to share their view about services to be rendered. It was for this reason that the researcher employed a different approach to examine the information from the community – this approach also addressed the question of communication processes that are followed when services are to be rendered in a community (see research objectives in Chapter 1).

Table 8 provides the response of the community on community engagement as a factor influencing service delivery protests. The researcher used the Likert scale to rate the views of the members of the community on community engagement as a factor influencing service delivery protests in Khayelitsha.

Key: 5 – Always; 4 – Often; 3 – Sometimes; 2 – Rarely; 1 – Never.

Table 8: Represents the views of the community on community engagement as a factor influencing service delivery protests in Khayelitsha

(B) Community engagement	5	4	3	2	1
1. All relevant stakeholders get informed when services are delivered within our area.	7	3	10	5	5
2. Services are delivered at the expectations of the beneficiaries.	6	4	13	3	4
3. Community can change services anytime if it is unsatisfied.	10	9	1	2	8
4. Community has a freedom of choice when service is delivered.	1	12	7	4	6
5. Community is also allowed to review the process followed to render services	5	8	7	5	5

Control measurements: According to the English Oxford Dictionary (1989:167) “Control measures include actions that can be taken to reduce the potential of exposure to the hazard, or the control measure could be to remove the hazard or to reduce the likelihood of the risk of the exposure to that hazard being realised”. A straightforward control measure would be the safeguarding of moving pieces of apparatus killing the potential for contact.

Table 9 provides the response of the community on control measures as a factor influencing service delivery protests. The researcher used the Likert scale to rate the views of the respondents.

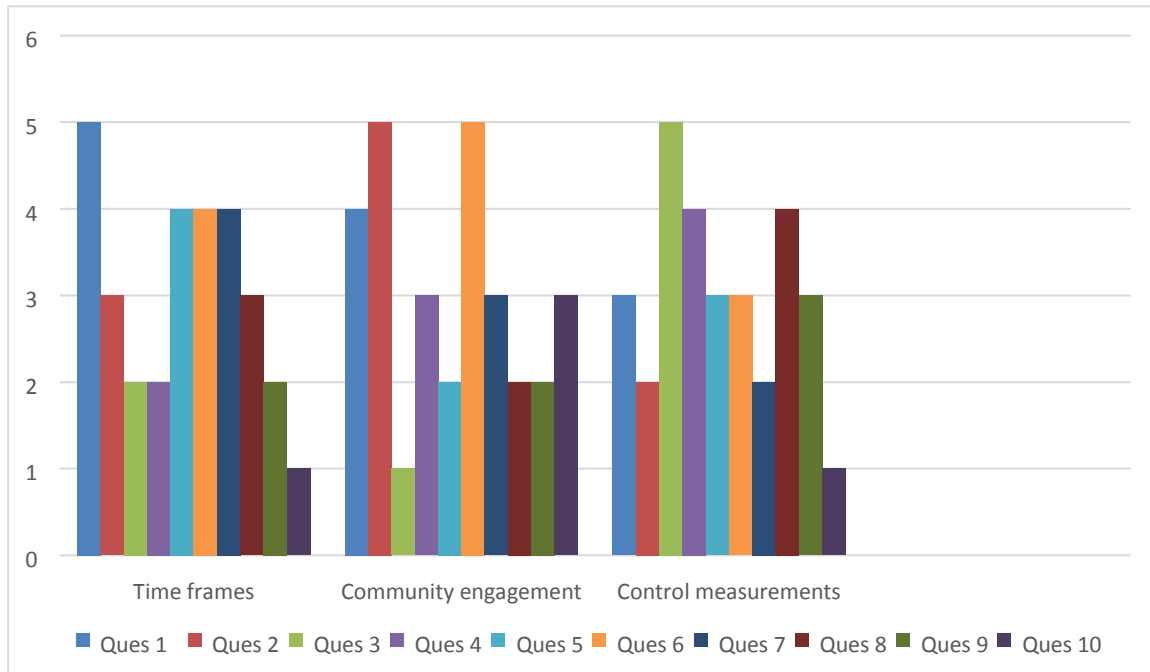
Key: 5 – Always; 4 – Often; 3 – Sometimes; 2 – Rarely; 1 – Never.

Table 9: Represents the views of the community members in the control measurements about the factors influencing service delivery protests in Khayelitsha

(c) Control measurements	5	4	3	2	1
1. Time constraints are considered when services are delivered in my area.	2	8	5	5	10
2. There is no waste of resources in terms of resource utilisation.	1	3	7	9	11
3. Quality management is measured accordingly.	10	7	3	1	9
5. A process of inspection is done and feedback is provided Monthly.	6	4	5	5	10
6. All relevant stakeholders participate to sustain the services provided in my area.	10	4	5	6	5
7. Platforms of communications are put in place for the community to be able to report.	1	9	6	4	10
8. There is a certain criteria used to measure the progress of the services delivered.	4	5	1	7	13
9. Policy is implemented for compliance purposes.	1	4	2	3	15
10. Sanctions are put in place for the lack of accountability.	11	3	7	5	5

Figure 12 further illustrates how community members responded to the question about factors influencing service delivery protests.

Figure 12: The views of the of the community members about the factors influencing service delivery protests in Khayelitsha



4.3.2 Discussion of findings

It happened that the respondents had differed sees about support of the network in basic leadership with respect to support conveyance. The outcomes uncovered that the dimension of network support is just bound to administration needs distinguishing proof and prioritisation by the expected recipients.

It additionally unfolded from information investigation that administration conveyance is described by absence of lucidity on the criteria utilised for making the recipient list. Network or recipient assembly in issue distinguishing proof, arranging procedures and the board of activities help fortify nearby limit with respect to aggregate activity. The biggest problem facing any organisation when it comes to service delivery initiatives that are aimed at public participation is lack of information. There is an argument that some communities complain that South Africa's service delivery has not changed substantially since the demise of apartheid. "For sanitation, it is indicated that almost half of the population of developing regions and some 2.6 billion people globally were not using an improved form of sanitation in 2008" (The Millennium Development Goals Report, 2011:55). Nonetheless, as revealed, the holes in sanitation inclusion among urban and provincial zones are narrowing.

Tactics used by the municipality to render services to the communities in recent operations are similar to apartheid practices. The National Planning Commission (2011:257) "emphasises that sensitivity should be given to the differentiated nature of rural areas". Need ought to be given to connective framework that fortifies the linkages among urban and provincial regions, and foundation that supports the arrangement of essential widespread administrations. While a few corrections to the administrative routine have intended to secure human rights, the structures acquainted have fizzled with have any effect. This was one of the observations made in this study. There are also situations where the opinions of communities in large evolve from some form of experience.

The White Paper on Human Resource Management in the Public Service (1997:2) as cited by Dzansi and Dzansi (2010:995) states "Human Resource Management in the Public Service will

result in a diverse, competent, and well-managed workforce that is capable of, and committed to delivering high-quality services to the people of South Africa". Such experiences, or even hearing from other people what took place, results in most community members' opinions based on occurrences like these.

One of the critical issues in service delivery is consultation. This has been noted as one of the shortcomings of the service delivery processes in the community understudy. Informing communities about services to be rendered to them would mean that councillors act in unison with communities and they will be well versed with the needs of the communities they represent. There should be a clear consultative process where all stakeholders participate and this could include the national government. This would enable beneficiaries of service delivery to know how particular decisions about services they need were reached. In this study, it became clear from the research respondents that consultation is one of the areas that need attention in order to improve service delivery in Khayelitsha. The main service delivery needs identified by respondents in this study included water; electricity; sanitation and housing. In addition, members of the community understudy also identified the following service delivery needs: transport; roads; bridges; clinics; schools; crèches; safety; security and employment opportunities. This implies that more engagement by all stakeholders needs to take place in order to realize the service needs of this community.

Notwithstanding, most of respondents appraised water as the most significant administration for their survival. This affirms the truism "water is life". The region utilized various choices accessible to give water to the network, including arrangement through standpipes, water-tanks and water-jars. It was seen that in the region understudy, the fundamental dimension of water arrangement was shared and all occupants were given access. Furthermore, it was noted that provision of water and sanitation was not sustainable. There were challenges of accessibility where standpipes went dry and there was an apparent lack of water-can options in some areas. The unequal distribution of water services can be perceived as having elements of favouritism particularly for areas close to leadership residences. Through this analysis, the researcher was able to identify the role of stakeholders in the rendering of services in Khayelitsha and how this could improve the welfare of service delivery beneficiaries in this area (see research objectives in Chapter 1.).

Given the nature of feedback from respondents, it was obvious that political interference is deterring the involvement of the community in this township. It transpired that the composition of the ward committee/forum is a political platform to channel and score political gains. Public participation is all about the community actively working with the municipality. To achieve this, people from the community must be able to discuss community concerns and share important information with their representatives. Furthermore, the community must be able to create its own forms of gatherings that will identify community-based projects, which can be introduced to the municipality and implemented within informal settlements. This would be a bottom-up approach to service delivery and can minimise service delivery protests.

The municipality managerial ability is still viewed as not being up to standard with what the community is requiring from the Local Government. It was also observed that community members have different opinions with regard to their service delivery needs and how these should be prioritised. Furthermore, in order for effective service delivery to be achieved, the critical question of transformation within municipalities in line with the stipulations of the constitution needs to be addressed. This would be done to create a safe and secure environment as well as to ensure a better life for all individuals and communities. Additionally, this can be accomplished through a communitarian exertion by the region; other government establishments; Non-Governmental Organizations (NGOs); people group structures and individual residents.

Therefore, a major objective of public participation is to establish an active partnership between the municipality and community members for determining which service delivery needs require urgent attention. Identifying the service delivery needs of a community would enable the stakeholders to devise means and ways of implementing these. Moreover, professionally trained people from both the public and private sectors must be engaged to improve programmes and systems that are used in local governance. As part of enhancing the effectiveness of municipalities in service delivery, current municipality programs need to be underpinned with policy. It is hoped that this will improve service delivery in deprived communities.

4.3.3 Interpretation of findings

It appears from the responses that skills development is a forgotten issue. There should be a platform to equip the local community to work in infrastructure development so that what they learn from this can equip them for the future. Also it should be a requirement that a certain percentage drawn from the community be used to ensure that a mobilisation process is put in place, so that representatives of the community are held accountable for matters pertaining to service delivery.

The councillors were of the opinion that, during leaders' meetings, certain streets are not consulted. This appears to be a scheduling problem, with the time that meetings are conducted not being convenient for some sections. The result is that when resolutions made at meetings are tabled before the community, challenges of service delivery cannot timeously and effectively be addressed, owing to a lack of communication from the initial stages of the process. The research finding was supported by the literature reviewed, which noted that what was crucial was the manner in which the state of service delivery should be addressed. Public officials supported the community's view that councillors did not respond to the community as expected.

The result of this situation is that people are left in the dark and a power struggle prevails over the interests of the community. Community members noted that they only saw developers when they arrived in the area, with no prior notification. They are concerned that the companies and developers involved in service delivery do not seem to be accountable to anyone. Even the ward councillors asserted that they were only mandated to announce that a service would be rendered, and had no say in decisions taken by the national government.

This is of crucial importance in the Khayelitsha community, where there is a need to imagine and adopt new styles of service delivery that are emerging along with global and national change. In this regard, "relationship between the municipality and the community" has become the buzz phrase to express the shift in public participation that entails greater civilian involvement. Local municipalities have a key role to play in providing an environment and community life conducive to the wellbeing of all the people. While the nature of the government will largely determine the form that public participation takes, the municipality should be encouraged to develop some degree of autonomy in carrying out its functions. This means that local government has to make

use of its discretionary powers to decide when it is appropriate to enforce the law, and when to encourage social order as defined by communities.

The conclusion is that the community is not convened frequently to discuss developments in the township. It is mainly when provincial politicians convene public meetings, normally around election time, that the community is able to raise issues that are of critical importance to them. In spite of this, the officials indicated that there are low levels of interaction between the community and municipality as a state institution. Through the medium of imbizos and meetings, local government can interact effectively with communities, who can use the opportunities presented to voice their needs and problems. Local government should teach the community on a regular basis about their duties and responsibilities, and ensure that the community is directly involved in public participation.

The transformation of the municipality is aimed at meeting the requirements of the constitution, the policies of the South African government, and the urgent need to create a safe and secure environment for all South African citizens. Community participation is a way of life that guides the attitude of the municipality, and is based on the assumption that the primary objective of the municipality is to ensure a better life for all individuals and communities. This can only be achieved through a collaborative effort on the part of the municipality, other government institutions, NGOs, community structures, and individual citizens. Therefore, a major objective of public participation is to establish an active partnership between the municipality and the members of the public, to determine which areas of priority need to be attended to most urgently, and to devise and implement appropriate solutions.

Professionally trained people from both public and private sectors must be integrated to create benchmarks for strategy, to improve systems used in local government, and suggest ways in which former members of the municipality can be involved in creating possible solutions. The programmes currently in use need policy that binds both partners (the company and concerned and the department) to build trust in terms of offering tenders. Public servants should be accountable when the documents are signed to secure any tender.

4.4 Summary

This chapter provided the analysis of the data that was obtained through a research questionnaire, interviews and focus group discussion which were distributed to 30 respondents in the unit of analysis (Khayelitsha YA area) and all were returned. The information attained from the questionnaires was analysed and, where possible, figures and tables were made in order to streamline the information. The discoveries demonstrated that network inclusion assume an indispensable job in teaching change and compelling administration conveyance to neighbourhood networks.

The main reason of the questionnaires was to gain information of the beneficiary's observation regarding the issues of service delivery. This was realised by asking all participants the same questions. Another reason of this chapter was to table and understand data obtained from the information collected from the respondents. Presumptions made from the gathered data will be offered in the next chapter including the recommendations and conclusion of the study. A survey was additionally used to acquire data from the respondents notwithstanding during the nonattendance of the scientist. The accompanying section gives the discoveries and dialog dependent on the data picked up from the populace and writing survey. In the next chapter, the focus will be on the conclusion and recommendations of the study.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study was initiated to explore the involvement of deprived communities in the infrastructure and services that are provided for them. The main research question with which the study grappled was: “What public participation measures are taken by local municipalities when they plan service delivery initiatives for deprived communities?” While “improving delivery of public services continues to be a key objective that has occupied the agenda of public administrators and researchers” (Fox & Meyer, 1995:29), such improvement seems unlikely unless members of the community affected are involved in devising that agenda and ensuring that it is implemented.

It was noted, however, that in spite of various legislative prescriptions encouraging local community participation in service delivery initiatives, a “top-down approach” still characterises municipalities’ delivery of services to communities. This occurs when municipalities follow their own developmental priorities without consulting the communities concerned. The findings indicated that councillors and community representatives are interested in training only during the recruitment process, and once they are appointed there is no follow-up monitoring and evaluation process to check whether they are meeting the expectations of the community they serve.

In this study, the researcher utilised both subjective and quantitative measures to gather information about Khayelitsha Municipality and comprehend the difficulties that might be brought about by not including the public network in service delivery.

5.2 Conclusion

This study was initiated to explore the involvement of deprived communities in service delivery initiatives. It specifically looked at how and what infrastructure services are delivered to them. The main research question was: “What public participation measures are taken by local municipalities when they plan service delivery initiatives for deprived communities?”

The role of the community is not clearly defined in respect of the process of service delivery and this results in poor public participation. Poor communication with communities also contributes to this problem. There is no formal collaboration between the community and the municipality. Councillors and community representatives are only interested in the training offered during the recruitment processes. Once they have been appointed there is no monitoring and evaluation process in place to ensure they deliver according to the expectations of the community they serve. Although current programs are mostly running effectively, there seems to be a lack of accountability on the part of the stakeholders involved in the process.

Education is crucial for each institution in government to improve the image of professionalism in public sector. There is no attempt equip the representatives of the community with the knowledge and skills they require, and as a result most of them do not finish their full term in office. Municipal priorities are always parallel rather than identical to those of the community. Most councillors seek to extend their term of office, although they fail to deliver desired services to the community. The findings also indicate that services are not sufficient for some families, for example ,the provision of toilets.

It also emerged from the study that the manner in which consultation is held with the community is not effective due to the differing views of the various participants. Meetings that are held in the boardrooms by the ward councillors are not at a convenient time for the community. Another finding was because the people appointed to represent the community do not finish their term of office, the community cannot be represented at all times. Contractors were engaged who used cheap labour and provided poor quality services.

5.3 Contribution of the study

Essentially, this study explored an inclusive developmental approach to citizen-focused service delivery in Khayelitsha. It was envisioned that through its findings, the study would make valuable recommendations aimed at helping to improve governance and deepen democracy in the research area. It is hoped that as a result of these recommendations, communities will begin to own service delivery initiatives and thus protect facilities from vandalism. It is also hoped that the study will lead to a decrease in riotous demonstrations. The study should contribute to the existing body of knowledge around the efficacy of public participation, service delivery and democracy in Khayelitsha. Lastly, the study should serve to index the current situation regarding public participation in service delivery within a broader South African context.

5.5 Recommendations

The reality is that participatory initiatives have not been executed adequately in respect of neighbourhood routines, precision and empowering network investment. As long as this situation prevails, real and lasting advancement in township areas will continue to evade the individuals who endeavour to accomplish it. Appropriate systems to secure network interest and involvement ought to be implemented in order to manage the difficulties underscored in Chapter Four. The recommendations resulting from this study are presented hereunder.

First, it is recommended that ward councillors establish a programme for the purpose of civic education in each section where problems pertaining to service delivery are discussed by and with the community. The idea is to motivate and even mobilise people in each household on a daily basis.

A second recommendation is that councillors appointed by the community make the youth aware of their entitlement to democratic engagement, and the responsibilities attaching to such engagement. They can do this by visiting schools to educate learners and through social campaigns about democracy.

A third recommendation is that the community should launch a website where the status of service delivery can be presented. The subject can also be aired in community newspapers and radio on a daily basis, to keep community members informed about the environment in which they live. Equity should be a prominent consideration in this context, so that at all times local government works in partnership with other stakeholders (NGOs, organs of the State, wards, the community and the private sector).

Fourthly, NGOs should be granted permission by members of the local municipality to train the public, through social campaigns and public debates, on how to deal with the priorities of the community from each section on a monthly basis.

The fifth recommendation is that education at an early age is vital, and that service delivery should be an ongoing process (sustainability). The community itself needs to find ways to reach the youth in their areas, educate them about certain elements that could have an effect on their lives and complicate their plans, for example, the use of drugs and how it leads people to commit crimes.

The sixth recommendation is that the stability of campaigns that speed up service delivery should be achieved by the main stakeholders acting in concert. The community and its leaders, hand in hand with the local municipality, should determine any programme to be introduced into the area. Community members must be encouraged to be steadfast and committed, and there should be coherence in terms of leadership in the townships. Regular progress reports should be compiled.

It is also recommended that a monitoring and evaluation process should be part of the execution of any project that is implemented by the municipality. Any new project must stem from the community rather than the sub-council of the municipality. Finally, a report should be compiled for the relevant government department presenting the manner in which tenders are awarded by the municipality in each section in Khayelitsha.

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ANNEXURE A: QUESTIONNAIRES

Questionnaires

This is a research questionnaire for the community based on three research questions.

Section A. What is the state of public participation in Khayelitsha?

Please use the following scale to rate your answer tick on an appropriate box, 1-5 is used: 5- Always 4-Often 3-Sometimes 2-Rarely 1- Never

A. Forms of gathering	5	4	3	2	1
1.Councillors inform us about the meetings					
2. I attend meetings every week.					
3. I understand issues discussed in the meetings.					
4.I receive reports about issues discussed in the meetings					
5. I receive feedback from the councillors Quarterly					
6. I raise my viewpoint in the items presented by the Councillor.					
7. I support this form of consultation.					
8. I know services to be rendered in my area.					
9. I participate in any service delivery activity in my area.					
10. I know the state of service rendered in my area.					
B. Service design/strategic planning					
1. Councillor introduces new service to be rendered in my area.					
2.I design services for my area					
3. I know the material used to provide services for my area.					
4. I am satisfied with the way in which service is designed in my area.					
5. I am aware of how service is designed for my area.					
(C)Implementation phase					
1. I am informed when service is implemented.					
2.I am aware of the criteria used to implement the service					
3. The process used to implement service is fair.					
4. The service implemented in my area is in good condition.					

5. There is a monitoring process for services rendered in my area.					
6. Councillor gives us skills to evaluate services rendered in my area.					
7. Councillor reassesses the processes implemented to check services in my area.					
8. I have a choice to choose service that can be implemented in my area.					
9. I have an option to reject the service implemented in my area if it is not satisfactory.					
10. Councillor implements services we prefer in our area.					

Section B. How has the public been involved in service delivery initiatives in Khayelitsha?

(A)Decision making	5	4	3	2	1
1. Councillor consults us when service is about to be rendered in my area.					
2. I am satisfied with the way in which services are proposed regularly.					
3. I am informed about the outcomes of services rendered					
4. I am aware of resources allocated for services rendered in my area.					
5. I am very happy about decisions taken when service is rendered.					
(B) Quality assurance					
1. Services rendered in my area are cost effective.					
2. There is compliance measurement for services to be rendered at set standard.					
3. Time management is considered when services are delivered in my area.					
4. I am aware of the capacity used to deliver services in my area.					
5. Competence is taken into serious consideration when services are rendered in my area.					
(c)Monitoring and evaluation					
1. Constant action is put in place to monitor services delivered in my area.					
2. A critical evaluation process is always applied for services in my area.					
3. Skills development training is provided for the community for risk management in the future of rendered services.					
4. There is a strategy implemented to involve the community in a fair manner.					
5. Interim structure supports the effectiveness of the monitoring processes.					
6. Feedback is always provided to the community as the outcomes of the evaluation process.					
7. There is an assessment of the whole process of monitoring and evaluation.					
8. Community is always informed when change is made for the progress of this process.					

9. Community voice is put first when there is any change within the working team.					
10. There is a prevalence of community for the reassessment of any process followed in the services delivered.					

Section C. Why do service delivery protests occur while public participation measures have been followed?

	5	4	3	2	1
(A) Time frames					
1. Services rendered in my area are of good quality standard.					
2. Councillor involve community when services are rendered prior to date					
3. Services are delivered at estimated time within our area.					
4. Consultation process regarding services delivered within my community is of public interest.					
5. Services are delivered in an unbiased manner within my area.					
(B) Community engagement					
1. All relevant stakeholders get informed when services are delivered within our area.					
2. Services are delivered at the expectations of the beneficiaries.					
3. Community can change services anytime if it is unsatisfied.					
4. Community has a freedom of choice when service is delivered.					
5. Community is also allowed to review the process followed to render services.					
(c) Control measurements					
1. Time constraints are considered when services are delivered in my area.					
2. There is no waste of resources in terms of resource utilisation.					
3. Quality management is measured accordingly.					
4. A process of inspection is done and feedback is provided Monthly.					
5. All relevant stakeholders participate to sustain the services provided in my area.					
6. Platforms of communications are put in place for the community to be able to report.					

7. There is a certain criteria used to measure the progress of the services delivered.					
8. Policy is implemented for compliance purposes.					
9. Sanctions are put in place for the lack of accountability.					
10. Community is give a mandate to own any service provided in any area.					

Questionnaires

This is a research questionnaire for the officials based on three research questions.

Sub-Que1: What is the state of public participation in service delivery in Khayelitsha?

Please use the following scale to rate your answer tick on an appropriate box, 1-5 is used:

5- Always 4-Often 3-Sometimes 2-Rarely 1- Never

1. Input of participants	5	4	3	2	1
1. Meeting is conducted before services are delivered.					
2. There is effective communication with the community.					
3. Feedback is provided to the people in this area.					
4. Information regarding any service is provided to the community.					
5. There is a training program to accommodate the community on services to be rendered.					
2. Conduct analysis					
1. Community understand the views of other interested parties.					
2. There are mitigation measures to reduce external effects.					
3. The views of the community are also considered.					
4. People are put first to any service delivery initiative.					
5. There is a knowledge based program for the community.					
3. Anticipated Outcomes					
1. Trust is built with all relevant parties for service to be delivered.					
2. Community develop strategy to achieve the set goals.					
3. Services are rendered according to the set time.					
4. Community prepare a plan to execute any services to be provided.					
5. The objectives of any services are determined by the community.					

Sub-Que 2: How has the public been involved in service delivery initiatives in this area?

1. The role of leadership	5	4	3	2	1
1. Community appoints the people with relevant authority to lead.					
2. The criteria used to select leaders are satisfactory.					
3. Sanctions apply to those who do not comply with the set standard.					
4. People can change the roles of those who are unable to deliver.					
5. There is an ability to render services by those who are put in power.					
2. The role of ward committees					
1. There is an interim structure from the community to adhere to service delivery initiatives.					
2. Classification of information is shared via the media before the service are rendered.					
3. There is an avenue for these committees to address service delivery related issues.					
4. The training programs are developed to give more exposure to these role players.					
5. Evaluation processes are put in place to accommodate these community representatives.					
3. The role of municipality					
1. Municipality render services through the help of the community.					
2. Community work together with the municipality when services are provided.					
3. Forms of public participation by the public are stipulated in the municipality turnaround strategy.					
4. Municipality involves the community for the allocation of budget.					
5. Municipality plan to adapt and evaluate services monitored by the community.					

Sub-Que 3: Why do service delivery protests occur while public participation measures have been followed?

1. Service delivery initiatives	5	4	3	2	1
1. People are not informed about services to be delivered.					
2. Services are not at the heart of the community.					
3. Community is not consulted in a fair manner.					
4. Community is enforced to accept any services provided due to the municipality priorities.					
5. There is a poor communication between the municipality and community.					
2. Public participation measures					
1. There is no confidence with the systems applied.					
2. There is a lack of unity within the leadership.					
3. There is no integration between the spheres of government.					
4. Alignment with the vision of the municipality to deliver is not considered.					
5. There is a lack of openness and transparency.					
3. Handing over					
1. Time management is not of importance.					
2. The services are designed by the municipality understudy.					
3. Community is unable to appoint the right people to the right positions due to politics.					
4. There is a lack of commitment to the municipality systems.					
5. There is a poor investigation for those who qualify for basic services.					

Questionnaires

This is a research questionnaire for the Ward Councillor based on three research questions.

Category A: What is the state of public participation in service delivery in Khayelitsha?

Please use the following scale to rate your answer tick on an appropriate box, 1-5 is used:

5- Always 4-Often 3-Sometimes 2-Rarely 1 Never

A. Communication channels	5	4	3	2	1
1. I communicate with the community when services are rendering in this ward.					
2. The ways of communication are satisfactory to the community.					
3. The channels of communications can be improved.					
4. Communication strategies are put in in place every month.					
5. There is an involvement of all relevant stakeholders when services are rendering in this area					
B. Consultation					
1. Community knows whom to communicate with when in need of services.					
2. Community is well informed about roles and responsibility of the councillor.					
3. People can change the services rendered if they are not satisfactory.					
4. Community is forms part of decision making process when services are designed.					
5. Community is consulted for the critical evaluation of any development in here.					
C. Openness and transparency					
1. People know what matters they can report to the Ward Councillor.					
2. Community receive feedback consistently about any rendered thereafter.					
3. Community is happy about service delivery in this area					

4. Community can engage in any protests due to service delivery needs in this area.					
5. Community is aware of the fact that change in political leadership has any impact on service delivery.					

Category B: How has the public been involved in service delivery initiatives in Khayelitsha?

A. Participation Strategy	5	4	3	2
1. Community is clear of measures taken to delivery services.				
2. Community supports every plan developed by the municipality to render services				
3. Community understand the directions and step followed to deliver service				
4. Community is aligned with the vision of its own municipality.				
5. The methods applied to involve the community are more effective.				
B. Accountability				
1. Community has an opportunity to select the people with legal authority to render services.				
2. Community is involved to take decision when sanctions are given to those who are in power.				
3. Community follow the right path to change at any time the leadership if services are not delivered appropriate.				
4. Community applies the co-ordination between of all spheres of government.				
5. Community is involved in the prioritisation of government initiatives when it pertains to service delivery.				

C. Deepening Democracy				
1. Community exercise its right to select any basic services that can be delivered.				
2. Community administer all the projects delivered by the municipality.				
3. Community ensures that municipality preform its duties according to the constitution.				
4. Community promotes the ideals of corporation in the spheres of government and service delivery.				
5. Community informs the municipality about dangers that it can meet in certain areas.				

Category C: Why do service delivery protests occur while public participation measures have been followed?

A. Capacity management	5	4	3	2	1
1. Protest occurs based on the political scene.					
2. The process that a municipality follow remains poorly governed.					
3. Some structures within the municipality have ignored all attempts to access information.					
4. Service delivery protests that break out are as a result of municipal failure to respond to citizen's grievances.					
5. There is a lack of political choice within the country, therefore people breakdown services.					
B. Value for money					
1. There is little evidence that local government is serious about responding to people's needs.					
2. Lack of municipal response to community problems like budgeting processes					
3. Municipality is unable to prioritise community concerns and create functional communication channels					
4. Due to insufficient funds the municipality does not identify the root causes of delivery failures					
5. Municipality fail pertaining to administrative and institutional capacity to promote public participation and service delivery to the community.					
C. Distribution of services					
1. The municipality fail to take action regarding community challenges.					
2. There history of apartheid government has also been unfair to South Africans					
3. There is no connection between the municipality and community priorities.					
4. There is no consistent action to involve the community, they are not part of selecting the services as a result they reject it.					

5. The exclusion of community persist and government perform parallel to the needs of the beneficiaries of service.					
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ANNEXURE B: INTERVIEW GUIDE

THE ROLE OF PUBLIC PARTICIPATION AND SERVICE DELIVERY IN A SELECTED TOWNSHIP IN THE CAPE METROPOLITAN AREA, SOUTH AFRICA

PUBLIC PARTICIPATION AND SERVICE DELIVERY INTERVIEW SCHEDULE FOR THE COMMUNITY DIVIDED INTO TWO SECTIONS

DEMOGRAPHIC INFORMATION

(Please place an X in the appropriate box ONLY)

Gender	Race	Age	Education

Section A

Questionnaire number: Interview
Date...../...../.....
Area.....
Name of the interviewer.....

1. How long have you been staying in this area?

Months	
Years	

2. Are you satisfied, dissatisfied or dissatisfied, very dissatisfied with services rendered within the community?

Satisfied	
Very satisfied	
Dissatisfied	
Very dissatisfied	

3. Have you made any improvement in the community or your street?

Yes	
No	

4. If so how many times?

--	--

5. Have you communicated problems of your ward councillor or to municipality?

Yes	
No	

6. Do you participate in community events, e.g. meetings, weddings, funerals, cultural ceremonies?

Yes	
No	

Seldom	
Often	
Regularly	
always	

Section B

1. What kind of development structure have you made in the community or your street?

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2. What is the current status of this development structure? Please elaborate:

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3. If not so would you like to make some improvements in the way service is rendered if needed?

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4 How do you communicate with your ward councillor?

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5. What do you think are the roles and responsibility of your ward councillor?

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6. What matters do you report to the ward councillor?

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7. To whom do you communicate with when in need of services?

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8. Do you receive any response thereafter?

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9. Does your community leadership encourage you to participate in development matters affecting your community?

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THANK YOU FOR TAKING THE TIME TO COMPLETE THIS INTERVIEW SCHEDULE

ANNEXURE C: ETHICS CLEARANCE CERTIFICATE

ANNEXURE D: REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH

ANNEXURE E: LETTERS OF APPROVAL TO UNDERTAKE RESEARCH



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ANNEXURE F: EDITING CERTIFICATE



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