

**STAKEHOLDER PARTICIPATION IN THE PLANNING AT  
ALFRED NZO DISTRICT MUNICIPALITY**

by

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## **DECLARATION**

I hereby affirm that this dissertation is my own unique work submitted towards the Masters of Development Studies; to the best of my understanding and knowledge, it comprises no material previously published by any other person or material which has been recognised for the award of any degree at the university, excluding where acknowledgement has been made in the text.

Linda Ndoko .....

(2016301208)

## **DEDICATION**

This dissertation is dedicated to my wife Thandokazi Mtyide-Ndoko. Thank you so much for supporting me greatly and in various ways during the development of this work.

## **AKNOWLEDGEMENTS**

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## **ABSTRACT**

Stakeholder participation is essential throughout the planning and implementation process at a municipality to update, engage and involve the community, councillors, the municipal administration and the politicians. People that are directly affected by planning suggestions and proposals should be involved during the preliminary planning stages; this could be community organisations and stakeholders with specific interests such as the landowners, service providers and business sector. The inclusion of identified participants or stakeholders in the decision-making demands a pro-active attitude of municipal authorities and starts with an invitation to stakeholders to attend the meetings and to ensure that the meetings are accessible.

A qualitative research method was used in researching this subject. This approach is beneficial to explore and understand a central phenomenon and was chosen for this research study because the views of the participants, what they perceive as imperative and substantial, provides the point of orientation. An interview schedule was used to obtain information from the officials and stakeholders at Alfred Nzo District Municipality that participate in the municipal planning process, while telephonic semi-structured interviews were used for data collection. In order to address the research aims and objectives, the data collected was analysed using thematic analysis.

This study established that Alfred Nzo Municipality has low levels of efficiency with regards to stakeholder engagement. It was also observed that the planning processes in the municipality is insufficiently inclusive, that poor planning in the Alfred Nzo District Municipality has adverse effects such as withdrawal of government funds, strikes, unmet needs of marginalised groups, poor service delivery as well as a low rating in terms of municipal performance.

It is therefore recommended amongst others that the Alfred Nzo District Municipality must conduct stakeholder-municipality workshops and they must improve accountability, resource mobilisation, implementation of stakeholder driven policies, and effective communication between municipality and stakeholders.

## **LIST OF ACRONYMS**

ANDM	Alfred Nzo District Municipality
DPSA	Department of Public Service and Administration
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
LM	Local Municipality
MSA	Municipal Systems Act

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# CHAPTER ONE

## THE INTRODUCTION

### 1.1. Introduction

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Stakeholder participation is deliberated as a fundamental value in the development of a society (Anggraeni *et al.*, 2019, p.9). Participation as an ideology traces its background from the failure of development projects in the 1950's and 1960's when local stakeholders were not involved in local development. Development workers and community activists proposed the inclusion of stakeholders concerned with the development and implementation of project planning, as a mechanism to promote engagement and participation through inclusion (Tengan & Aigbavboa, 2017, p.13). The public pressure of stakeholder participation has its roots in the advancement of governance internationally on participatory democracy. This idea was supported by the United Nations; Nelson & Wright (1995, p.23) note that a call for participatory democracy was declared by the United Nations Economic Commission Conference for Africa in 1990 at Arusha, Tanzania. The public participation pressure was also supported by the citizens who demanded to be part of the planning and execution of plans that affect their daily lives (Smith, 2003, p.18).

During the apartheid government of South Africa, the arrangement of government comprised of four provincial governments and the national government (Davids, 2005, p.7). The apartheid government's decision-making process lacked community involvement and stakeholder participation for most South African populations, especially the black majority (Maylam, 1995, p.25). The apartheid government's administration policy was incomplete in the degree to which affluent white municipalities would bear the financial burden of serving underprivileged, disadvantaged black communities (Meyer, 2014, p.11). The Alfred Nzo District Municipality is one of the areas where African people were forced to reside on reserved land according to ethnic classification and the subsequent Land Act of 1913, and which consolidated the unequal distribution of land services, and resources along the racial lines (Van Rensburg, 2014:10).

According to Russel (2006, p.22), during transitional talks, the then government had no statutory legislative guidelines for stakeholder participation and community involvement in the affairs of the local government. After 1994, the government came up with a system of participatory democracy that was designed to deepen democracy in all three spheres of government. The 1994 administration developed a space for community participation and stakeholder involvement and empowerment in its effort to advocate for public involvement in the local government (Miedema *et al.*, 2018, p.14). It therefore aligns with the philosophy of bringing people together and portrays the attribute of humanity, which is commonly referred to as Ubuntu. While '*imbizos*' were used during that time, its true meaning was only revealed with the democratization of the country. *Imbizo* is 'a meeting between political, social or economic actors and a government, social group or people employed in an industry or business' (DSAE, 2011). To some extent, *imbizo* therefore now translates to stakeholder participation. Stakeholder participation is essential, especially during the current Covid-19 pandemic, since the municipality and other stakeholders must work together and ensure the safety of all citizens.

The institutionalisation of public involvement in the new representative government was an effort to respond to the progressive developmental challenges. It also meant that development processes were supposed to integrate and incorporate people's views to influence the decision-making through various democratic participatory mechanisms (Sandham *et al.*, 2019, p.28). The fact that these institutions have been effectively used in liberation struggles across the world talks about their resilience. During the colonial period and South Africa's Apartheid era, some of these institutions were used as a means of producing a contrived form of stakeholder participation to give the false impression that colonialism was not that bad. Colonial ethnographies draw attention to this in countries colonised to the north of South Africa. The creation of the TBVC states is also evidence of the manipulated kind of stakeholder participation. Despite those hegemonic processes, genuine stakeholder participation continued to be enacted at the local, regional, and even international level by people trying to make a living despite the greater political and economic context (Schmeer, 2000, p 12).

Agreeing to the Municipal Systems Act (RSA, 2000, p.3), stakeholders within a municipal jurisdiction work in partnership with the administrative and political structures of a municipality to provide the stakeholder participation. Participation can

take place through representatives such as the traditional leaders, ward committees, youth formations, non-governmental organisations, church formations, and business organisations during the development of an integrated development plan (IDP). Advocates of decentralisation believe that stakeholder participation and community involvement will promote accountability, transparency, and citizen participation (Shai, 2017, p.21).

## **1.2. Problem statement**

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In assessing the root causes of unsatisfactory service delivery, a number of issues were identified such as exclusion of communities and stakeholders from decision-making, a lack of accountability and absence of stakeholder participation and community involvement (Mofolo, 2016, p.27). A lack of information, knowledge, expertise, and capacity are hindrances that lead to a low participation by stakeholders and communities in the municipal planning process (Holdar & Zakharchenko, 2002, p.18). Numerous research studies on stakeholder participation revealed that municipalities are not functioning adequately because of poor communication or organising, and a lack of resources between municipalities and their stakeholders (Maphazi, 2012, p.27).

This study investigates the extent of stakeholder involvement in the planning processes at the Alfred Nzo District Municipality. This includes challenges in the socio-economic development characterised by historical backlogs in infrastructure services, and the poor interaction between the district municipality and its stakeholders (which include councillors, traditional leaders, and youth formations, planning officials from local municipalities, regional directors from national and provincial government departments, rate payers, business associations, and ward committees). Municipal planning can be defined as a function that municipalities must perform in accordance with the South African constitution section 156 and involves administrative duties as well as the execution of authority within the designated municipal area (Forbes, 2011, p.4).

### **1.3. Research Aim**

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The aim of this study is to examine and investigate the extent of stakeholder participation in the planning processes within the Alfred Nzo District Municipality, whether is it comprehensive, consultative, and facilitated. Stakeholder participation in municipal planning processes implies to:

- Gain the degree of stakeholder participation and the community's contribution to inform the municipal planning process and development design.
- Consult and brief stakeholders on the outcomes of a municipal planning process.
- Engage with the stakeholders so that they understand how they fit into the broader municipal planning process and what the benefits of their participation are.

### **1.4. Research Objectives**

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The objectives of this study are to:

- Finding the degree of stakeholder participation in the municipal plan and policy.
- Encapsulating and sharing the outcome of the process to stakeholders.
- Making stakeholders appreciate and understand how they fit into the municipal developmental agenda and the benefit of their participation.
- To find conclusions and recommendations with regards to better-quality stakeholder participation to promote inclusive decision-making at a municipal level.

### **1.5. Research Questions**

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To attain the above objectives, the following critical questions will guide our study:

- What is the degree of stakeholder participation in Alfred Nzo Municipality?
- What strategies are used to engage stakeholders in the Alfred Nzo Municipality?
- What do the stakeholders say about their involvement in the Alfred Nzo Municipality?



- What can be done to improve the involvement of stakeholders in the Alfred Nzo Municipality?

## **1.6. Preliminary literature review**

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This review concentrates on stakeholder participation related to the Alfred Nzo District Municipality, focussing on the relationship between the municipality and its stakeholders. A brief definition of stakeholders, stakeholder participation as well as a discussion on the details of stakeholder involvement in municipal planning processes are provided. The literature review further emphasises the great need for stakeholder participation and the role that stakeholder involvement plays in maintaining relationships between a municipality and its stakeholders.

### **1.6.1. Participation as a concept**

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Participation has been thoroughly investigated and well advocated among researchers by global development organisations such as the United Nations, the International Monetary Fund (IMF) and other governments of underdeveloped nations. Participation as an idea still needs a complete hypothetical ground and experimental foundation of conclusion in the social sciences. Participation has recently been raised as a peak jargon for a development involvement technique (Mohammad, 2010, p.10).

Participation is usually operationalized contrarily liable on the framework which makes it apprehensive to be analysed. In Bangladesh participation is observed as a voting matter, authority, attendance of government meetings and protecting the state (Bhuiyan *et al.*, 2018, p.31). For others participation has become synonymous with engagement; without engagement participation can be meaningless. Stakeholder participation is empowerment of the disadvantaged, side-lined, omitted and the barred groups or people (Rowlinson & Cheung, 2008, p.23).

### **1.6.2. The emergence of the stakeholder participation in the development and public administration debate**

---

Stakeholders play a key role in shaping communities, town planning, development as well as policy formulation and establishment in the public arena. The two key approaches are the Basic Needs Approach and the People-centred Approach. The Basic Needs Approach is centred on ensuring that communities' basic needs are met

(Watson, 2016, p.22). Its fundamental message is that governments in developing countries will prioritize their own people's basic needs as their first development priority and generate both targets and performance measures for each aspect (Stewart, 1985, p.12). Adequate nutrition, basic education, healthcare, sanitation, water supply and housing are essential needs (Okura, 2019, p.6). For this research study the question is however if the stakeholders involved in the Alfred Nzo district municipality guarantee that the desires and wishes of the community are met. The aim is to obtain an answer by means of an empirical study.

The People-centred Approach is focused on empowering the local community in the form of income generating projects or funding to small and medium enterprises (Murambadoro & Wielenga, 2015, p.5). Overall, the approach aims to ensure that the solutions to community's problems are tackled collectively by the respective citizens. Therefore, the two approaches have the same main aim, to develop the community which is achieved once the basic needs of the people are met. As such, stakeholder involvement is an essential approach to ensure that communities develop.

### **1.6.3. Identifying and categorising stakeholders for community participation**

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One of the crucial discussions' that municipalities face is the task of prioritising and categorising stakeholders on their responsibility to be engaged (Aasa & Akinbogun, 2019, p.3). An investigation into stakeholder participation involves:

- Categorising groups and individuals that can be affected by the decision.
- Prioritising these individuals and groups in the decision-making process.

Clarkson (1995, p.14) argues that there is a risk that some stakeholders can be left out as a consequence of not being recognised. Aasa & Akinbogun (2019, p.8) state that the process of classifying stakeholders is an iteratively, where new stakeholders are continuously added as the process expands, which can mitigate this risk.

Once stakeholders have been recognised and identified, they must be prioritised and categorised. Scholars normally categorise stakeholders into primary and secondary groups (Clarkson, 1995, p. 29; Greenwood, 2007, p.16). The primary stakeholders are those who are seen as crucial to the well-being of an institution and most often are those that have some official contract with the organisation, including councillors, employees, community members, and service providers (Podnar & Jancic, 2006,

p.23). Secondary stakeholders are categorised as the individuals/institutions that play an important role in providing the organisation's integrity and recognition for its undertakings, and include non-governmental organisations (Spitzeck & Hansen, 2010, p.19).

The stakeholder theory affords an appropriate hypothetical outline to classify and rank stakeholders. After stakeholders have been acknowledged and identified, an institution has to decide how they will respond to the requests of the identified stakeholders since they often have diverse and opposing goals, priorities, and needs (Spitzeck & Hansen, 2010, p.31). One approach that has received wide acceptance is the use of involvement and engagement. Kaza (1988, p.22) coherently describes the necessity for stakeholder participation: "With the participation comes considerate, with considerate comes public backing and obligation." Participation by organisations and stakeholders increases the level of acceptance but also diminishes possible conflicts and the need for substantial enforcement.

#### **1.6.4. Stakeholder participation in South Africa**

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The pre 1994 historical background on stakeholder and community participation, for example the formation of the Transkei, Bophuthatswana, Venda, and Ciskei (TBVC), proposes that the nature of such participation depends on the nature of organisation and mobilization at the ground level and the programmatic purpose of such participation. The creation of the TBVC states is also proof of the manipulated type of stakeholder and community participation. Stakeholder participation should be motivated by socio-economic objectives and goals that seek to guarantee a better life for all the people, especially people previously side-lined during the colonial and apartheid regime in South Africa. The post-apartheid South Africa with a constitutional state, brought about policies that promote public participation, participatory democracy and development driven at the grassroots level (RSA, 1993, 1995, 1996a-c, 1997, 1998b-c, 1999, 2000).

The South African Constitution and pieces of legislation that govern local government, especially the Municipal Structures Act 1998 and the Municipal Systems Act 2000, are the sources of provision for participatory methods and arrangements in the decision-making methods in the sphere of local government. This was envisioned to our Statutory Democracy by confirming that irrespective of social and economic position,

individuals have a right to basic services and budget distribution procedures. More importantly to make sure that the socio-economic emancipation is well and fairly attended to, given the previous apartheid backlogs and the unequal delivery of means across the entire country. Although the country's constitution and other regulations provide involvement methods, a serious challenge is the quality of the participatory processes in terms of deeper inclusivity, significance, enabling consultation and cooperation with the stakeholders (Africa, 2013, p.14).

The Alfred Nzo District Municipality's stakeholders are elected councillors, trade unions, business organisations, faith-based organisations, community-based women and youth organisations, traditional organisations, local communities, and both spheres of government. The participation of trade unions, faith-based organisations, community-based women and youth organisations, traditional organisations, local communities, and the business sector are always consulted for an in-depth perspective, as pointed out in the Alfred Nzo District Municipality's integrated development planning background. However, the non-attendance of stakeholders creates some doubt as to whether there are common consideration among the elected representatives and the community at large regarding the anticipated conclusions. Shareholder participation in the planning processes are necessary for the best service delivery.

The South Africa Constitution necessitates local and district municipalities to ensure stakeholders and communities participate in all issues of local government (RSA, 1996, section 152(1)(e)). South African municipalities are authorized to be a developmental local government which is dedicated to functioning with local associations and formations within the society, to engage on how to address and to meet their socio-economic needs and to advance the quality of locals (RSA, 1998). The local government Municipal Systems Act (32 of 2000) and local government Municipal Structures Act (117 of 1998) concern the involvement of the stakeholders and the participation of communities in the affairs of a local or district municipality. Therefore, municipalities are forced to arrange stakeholders into associations and organisations as per their shared interest and to establish ward committees to represent communities on certain matters of development. These ward committees act as community structures in all municipalities and play a serious part in connecting and informing the local government about the necessities, ambitions, possibilities, challenges, and complications in the local communities.

### **1.6.5. Stakeholder involvement in the decision-making**

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The participation of representative and organised stakeholder groups enables public participation and communication. Some of the stakeholders are resourced and better organised than others and exercise excessive influence, which must be well-adjusted by the elected representatives. The community in an area may not be homogeneous but must consist of stakeholders and various groups with diverse viewpoints, interests and ambitions. Some solutions and problems may be easy to decide upon, but there may also be contrasting opinions, understandings and interests. The stakeholder involvement and community participation process includes a diversity of players with diverse duties, responsibilities and roles in the preparatory and execution phases.

### **1.6.6. Significance of the study**

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- This study hopes to bring about some contribution on the subject of stakeholder participation in municipalities and beyond, by providing some empirical proof on the subject.
- Although work have been piloted on stakeholder participation in South Africa, none has been done on the Alfred Nzo Municipality.
- The current study is also significant due to the fact that, it comes in the post-Apartheid era. More so, this municipality is one of the small ones, many studies are conducted in the big municipalities such as Gauteng and Tshwane.
- Perhaps, more importantly, the current study seeks to highlight the issue of harnessing society to have a say in the governance of their city.
- The real 'on the ground' participatory or lack of it issues would be looked at beyond the hearsay level but from a research perspective.

### **1.6.7. Limitations**

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The following aspects are seen as possible limitations in this proposed study:

- The use of judgement (purposive) sampling may bring in prejudice and bias. According to Zikmund (2003, p.22), purposive sampling can cause bias due to an expert's belief, which may lead to the sample being unrepresentative of the population, and inappropriate estimation of data beyond this sample.

- The use of a qualitative interview method can lead to interviewer bias with the interviewer making his own vested interest known. The researcher currently works in the local government sector and may add possible bias with regards to explanations.
- The research is dependent on the respondents' capacity to provide adequate insights during the focus groups engagements.
- The research concentrates on stakeholder participation in the Alfred Nzo District Municipality and the results may not be applicable to other municipalities and other entities.

### 1.6.8. Timeline

The timeline of the research study is summarised in Table 1.2 below, indicating the different steps and activities and the time allocated to it.

**Table 1.1: Summary of the timeline of this research study.**

Steps and activities	Mar 2021	April 2021	May 2021	June 2021	July 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Nov 2021	Nov 2021
First submission of a research proposal to supervisor											
Finalize research proposal with supervisor											
Literature study and ethical clearance											
Methodology & measurement instrument (questionnaire/ interview schedule)											

Report on fieldwork											
Results, data analysis and discussions											
Conclusions and recommendations											
Draft dissertation											
Editing											
Final dissertation for assessment											

## **CHAPTER TWO**

### **GREATER LITERATURE REVIEW**

#### **2.1. Introduction**

---

In this chapter will be presenting a literature review that is are divided into two segments: the theoretical approach and the empirical approach. The theoretical literature review are based on the discussion and analysis of stakeholder participation related to the Alfred Nzo District Municipality (ANDM) with the main thrust on the relationship between the municipality and its stakeholders. A brief definition of stakeholders, stakeholder participation as well as a discussion on the details of stakeholder involvement on the municipal planning process is explored. It further emphasises the great need for stakeholder participation and the role that stakeholder involvement plays in maintaining relationships between a municipality and its stakeholders.

The empirical literature review focus on the critical analysis and evaluation of scholarly research that was done by other researchers on the subject matter. Benefits of stakeholder involvement is discussed and an overview of the potential costs of poor stakeholder participation is discussed. Key principles of stakeholder participation and an overall conclusion ends off the chapter.

#### **2.2. Theoretical literature review**

##### **2.2.1. Stakeholder perception**

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Stakeholders as a theory can refer to numerous individuals and/or groups and became increasingly important in the private and public theory and practice in the last two decades (Bryson, 2004, p11). Boakye-Agyei (2009, p.24) argues that stakeholders comprise of locally affected people and their representatives, both national and local government, religious leaders, politicians, groups with vested interests, and civil society organisations. Bryson & Crosby (1992, p.12) describe a stakeholder as any organisation or any person that is directly and indirectly affected by the bases or significances of a development or production. Golder (2005, p.12) defines a stakeholder as any institution or group or individual who has a conferred interest in the



natural means of the project zone, who will possibly be affected by development undertakings, and who will notice if conditions change or stay the same.

### **2.2.2. Stakeholder participation as a concept**

---

Participation has been an interesting subject among researchers and global development organisations such as United Nations (UN), International Monetary Fund (IMF) and administrations of the underdeveloped nations. However, the growing development of participation is obvious in every focussed division of social science such as sociology, public policy analysis and political science. Participation as an idea still needs a complete hypothetical ground and experimental foundation of conclusion in the human and social sciences. Currently, participation is a well-known term for a development involvement technique (Mohammad, 2010, p10).

Participation is commonly operationalized in contrast to the liable framework and ground, which makes it difficult to rationally analyse. In Bangladesh, involvement was observed as a voting matter, authority, attendance of government meetings and protecting the state (Bhuiyan *et al.*, 2018, p23) but nowadays participation is identical to involvement, and an organisation is almost worthless without it. Stakeholder participation is an empowerment of the disadvantaged, side-lined, omitted, and barred groups, or people (Kaler, 1999, p.11).

### **2.2.3. Stakeholder participation**

---

According to Greenwood (2007, p.12) and Sloan (2009, p.7), stakeholder participation is a process involving groups and individuals affected by the actions of the municipality or entity in a positive way. Stakeholder involvement or participation is vital and critical throughout the design or planning stage and execution process to update, engage and involve the community, councillors, the municipal administration and the politicians.

For the past period of time, the haziness and uncertainty of the participation theory has been analysed, and it is evident that revision of the stakeholder model is necessary as it is directly linked to organisational and structural performance (Mainardes *et al.*, 2011, p14). Parmar *et al.* (2010, p.17) report that the participatory philosophy is vital to organisations to address the ethics and moral theory of their stakeholders. The stakeholder participation concept comprise of all events that have a social influence on the municipality through obstacles, for example protests and

strikes (Kusyk & Lozano, 2007, p.23). They also argue the grounded notion, to recognize stumbling blocks to social subject controlling and to categorise all stakeholders that agree to their barriers to social responsibility practices.

### **2.2.3.1. The basic needs approach**

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The basic needs approach is centred on ensuring that the communities' basic needs are met (Watson, 2016, p.11). Its fundamental message is that governments in developing countries must prioritize their own people's basic needs as the first development priority and generate both targets and performance measures for each aspect (Stewart, 1985, p.14). Employment creation is regarded as a key step that can enable people to meet their needs (Marais, 1998, p. 273). Adequate nutrition, basic education, healthcare, sanitation, water supply and housing are seen as essential needs (Okura, 2019, p.26). The question is however whether the stakeholders at the Alfred Nzo District Municipality are involved in safeguarding that the wishes and desires of the community are met; the intention of this research study is to answer this question.

### **2.2.3.2. The people-centred approach**

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The people-centred approach focus on empowering the local community and can be in the form of income generating projects or funding to small and medium enterprises (Murambadoro & Wielenga, 2015). Overall, the approach aims to ensure that the solutions to the community problems is tackled collectively by the respective citizens. This implies that the two approaches have a convergence on the central goal and aim to develop the community which is achieved once the basic needs of the people are met. As such, stakeholder involvement plays a key role in ensuring that communities develop.

#### 2.2.4. Stakeholder participation in the global and African context

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Griffin (2000, p.14) reports that metropolitans, cities, and towns globally, including Barcelona in Spain, Quebec in Canada, Brisbane in Australia, Brea in the USA, and Cities of Sunnyvale have used design and planning to effect and guide transformation and development in their societies.

Strategic planning benefits include:

- engagement, involvement, and representation of all divisions of the society in shaping their future;
- an outline for community investment is authenticated against openly and widely owned long term intentions;
- an all-inclusive outlook of a metropolitan so collaborations are improved through corporations and partnerships;
- backing of reform or support from principal governments;
- a collective course and attention which can be used to attract investments;

Griffin (2000, p.15) continues to argue that the strategic planning process involves probing questions by the stakeholders engaging in the planning processes and these include: who are the planning stakeholders that must participate; what methods can be used to hold their ownership of the planning process; what can make it problematic to attain ownership and reliable participation, and how could those complications be overcome?

Njenga (2009, p.17) reports that the World Bank and International Monetary Fund believe that stakeholder participation in their development would increase the efforts to encourage socio-economic improvement and would ensure justifiable distribution of improved benefits. The fundamental objective of participatory development planning is to give individuals and stakeholders a say in the development decision-making process and to guarantee that the development interventions are applicable to the preferences of the people that will benefit from it (Rietbergen-McCracken, 2013, p.15). At all stages of growth and development, sustainability is very closely linked to the full and real participation of beneficiaries in the development process (Kenny, 1997, p.16).

Mohammad (2010, p17) states that the best and widely accepted approach to ensure stakeholder and community involvement in a municipal improvement and

development, is recognised as devolution; there is no other organisation like the local government structures to offer a widespread possibility for stakeholder involvement at the local government level. Many emerging economies used assistance interventions to implement administrative devolution improvements and packages in the 1989s (Cohen & Peterson, 1999, p.35). Opoku (2006, p.4) states that the numerous international development programmes for Africa concentrated on economic development and growth without giving attention to good governance. This will produce predictable results on the involvement of stakeholders but in some cases internal conflicts often linked to influence and control of means. Nevertheless, there is an emerging discernment across the world, mainly in the Africa region, that governance is becoming an area of a selected few elites who operate it to their biased advantage, and to the disadvantage of people in general.

### **2.2.5. Stakeholder participation in the decision-making**

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The inclusion of identified stakeholders in the decision-making process demands a pro-active attitude of municipal authorities and starts with an invitation to stakeholders to attend meetings and to ensure that the meetings are accessible. Specific efforts should be made to ensure that hard-to-reach stakeholders have reasonable opportunities to participate (Kahane *et al.*, 2013, p.18).

Miles (2018, p.18) argues that the systematic participation of stakeholders in the planning and implementation and to control the recovery approximations for the particular flexibility measurement differ greatly. According to Schmidt *et al.* (2020, p.9), stakeholder involvement during the planning and implementation phase of a municipal infrastructure project should be motivated since it has many benefits. Stakeholder participation improves the quality of planning by including their opinions and information, and it also advances reception of planning, because it accommodates many perspectives of the stakeholder reasoning (de Bruijn & ten Heuvelhof, 2007, p.6).

Moreover, stakeholder participation has the possibility to promote social investment and capabilities, it can encourage knowledge and the improvement of necessary skills needed for planning (Ma *et al.*, 2020, p.19). According to Rose *et al.* (2018, p.13), the stakeholder theory boosts the democratic and lawfulness of planning, and the need for stakeholder contribution in infrastructure planning and development is reinforced.

According to Alfred Nzo IDP (2017, p.5), stakeholder involvement and community participation in the Alfred Nzo District Municipality is encouraged, backed by the development of an intergovernmental strategy and communication strategy which both promotes the cooperative governance arrangements that will be strengthened to better support the involvement stakeholders and communities in its municipal planning processes.

#### **2.2.6. Costs of poor stakeholder participation**

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Poor stakeholder participation can have adverse effects on the community. One of the challenges is the difficulty to implement goals and objectives (Fancourt & Baxter, 2020, p.5). It can be an enormous task for municipality officials to design community development projects if the intended beneficiaries are not involved. Apart from that, community issues and concerns can create tension, civil unrest and strikes if it is not attended to, and this affects the community development (Gregory *et al.*, 2020, p.15), as seen in some of the strikes in South Africa where property have been destroyed. Furthermore, stakeholders may lack a feeling of ownership on development programs and resistance will hinder community development and this in turn will affect the marginalised and poor citizens (Mbona, 2014, p.16). The formulation of planning proposals and implementation programmes can be complex to achieve if the stakeholders are not involved.

#### **2.2.7. Benefits of stakeholder participation**

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There are a lot of benefits that can be reaped as a result of stakeholder participation. The probability of meeting the intended objectives will be high due to a unified force, (Cardoso *et al.*, 2020, p.15), and cross-pollination of ideas and improvement of knowledge on development issues becomes very easy (Tengan & Aigbavboa, 2017, p.12). This implies that community building and poverty reduction can be achieved when stakeholders are involved in the planning processes. In addition to that, a transparent understanding of the organisation's duties and responsibilities becomes more feasible and realistic (Tambo *et al.*, 2020, p.2). Effective communication enables the stakeholders and the organisation to reduce conflicts because all the responsibilities will be clear (Krupa *et al.*, 2018,[.23]). Furthermore, the workers will gain more knowledge on how to execute community developmental programs since employee-stakeholder interactions can provide concrete decisions on pressing

matters. Quality decision-making becomes more profitable to the community at large and in the long run it will also assist in increasing social capital and providing social and economic benefits (Wouters *et al.*, 2006, p.25).

## **2.2.8. Principles of stakeholder involvement**

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There are a number of guiding principles that are relevant in an organisational context as far as stakeholder involvement is concerned and are discussed below.

### **2.2.8.1. Effective communication**

When planning to engage stakeholders, it's crucial to ensure that effective communication is established (Bourne, 2016, p.22). This implies that there is a need for clarity on the intended projects, the mode of delivery as well as the resources required. For the Alfred Nzo District Municipality, it is yet to be established if there is sufficient communication between the municipal board and the relevant stakeholders. Without effective communication, community development programs can be jeopardised. This is a very important principle that needs to be considered.

### **2.2.8.2. Early consultation**

Early consultation with all the stakeholders is necessary when the municipality undertakes developmental programs (Walsh *et al.*, 2017, p.21). Key ideas that should be discussed are the terms of purpose, scope of the work, associated risks and resources required. Delivery solutions should be agreed upon and this should be well documented.

### **2.2.8.3. Human aspects**

It is essential to consider that people may not exhibit rational, logical, reasonable, or predictable means during diverse developmental programs (Schmidt *et al.*, 2020, p8). Therefore, there is a need for management in organisations to carefully examine the root causes for all actions since this will help to reduce unnecessary conflicts at work which can hinder development.

### **2.2.8.4. Effective planning**

Once all the above principles are followed, it is necessary to have effective planning before the stakeholders get involved (Morf *et al.*, 2019, p.15). This can be useful to provide direction on the execution of the objectives and goals.

#### **2.2.8.5. Relationships development**

It is known that relationships building leads to increased confidence, and where there's trust, people work effortlessly and more effectively together (Ghimire *et al.*, 2019, p22). Investing in defining and building relationships between stakeholders, will increase trust in the project environment, reduce complexity, and speed problem solving and decision-making.

#### **2.2.8.6. Simplistic**

Project performance will greatly improve when risks are anticipated and when clear and prompt action is taken with stakeholders, above and beyond the traditional planning (Maskrey *et al.*, 2016, p.10). Although this idea seems obvious, it is very seldom well implemented in practice.

#### **2.2.8.7. Risk management**

Stakeholders are important and powerful agents and should be viewed within the project as possible sources of risk and opportunity (Anggraeni *et al.*, 2019, p.12). Apart from that, any inherent risks should be handled with the proper risk reduction techniques.

#### **2.2.8.8. Compromise**

When it comes to compromise, the first step is to define the most appropriate baseline across a collection of divergent expectations and priorities of the stakeholders (Laurila-Pant *et al.*, 2019, p.4). The relative importance of all stakeholders must be assessed by setting a weighted hierarchy against the project specifications, in agreement with the project sponsor.

#### **2.2.8.9. Success measurement and evaluation**

Project success is evaluated and measured against the agreed methods, and becomes useful in assessing progress (Zehir *et al.*, 2016, p.34). Apart from that, it can act as a sense of motivation to all the members if they meet the desired targets.

#### **2.2.8.10. Taking responsibility**

Engagement of stakeholders is not the responsibility of one project team leader. It is everyone's responsibility to recognize their position, and to follow the right communication and interaction approach (Liao *et al.*, 2016, p.12). Effective project

governance requires clarification on the roles and obligations of stakeholder participation, and what is required from the project's participants.

### **2.3. Empirical literature review**

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This section is based on a discussion and analysis of recent work by other researchers, on this topic.

Krupa *et al.* (2018, p.11) investigated stakeholder participation in the fisheries sector of the three regions of Alaska. It was found that stakeholder involvement/participation and success rates varied between the identified groups and regions. These research findings show that the success of an organisation is dependent on stakeholder participation, to some extent. On the contrary it can be argued that poor stakeholder participation can be a recipe for poor organisational performance. In the context of the Alfred Nzo District Municipality, it must still be determined if stakeholder participation enhances the smooth running of the organisation.

Gustafsson *et al.* (2015, p.3) examined stakeholder participation in the local planning in Sweden. Energy efficiency, environmental sustainability, as well as efficiency of the municipalities were examined. They found that 75% of the municipalities adopted local energy strategies while the rate of stakeholder participation was high. This implies that 25% of the municipalities did not implement stakeholder participation and this can be attributed to poor stakeholder representation. It can therefore be concluded that, stakeholder participation is very important to improve organisational performance as well as implementation of development programs. This is pellucid as 75% of the municipalities implemented energy programs that aimed at improving energy consumption and environmental sustainability.

Krupa *et al.* (2018, p.11) and Gustafsson *et al.* (2015, p.3) share similar sentiments on the importance of stakeholder involvement. Both scholars cite the importance of stakeholder participation in order to improve organisational performance and organisational planning. From the findings of these two studies, performed in Alaska and Sweden (Krupa *et al.*, 2018; Gustafsson *et al.*, 2015), it can be concluded that from a global perspective, stakeholder involvement is a necessary condition to improve organisation functionality and efficiency. It is however necessary to examine stakeholder participation in developing economies too since this will help to give a balanced view of the concept of stakeholder participation.



Okumah *et al.* (2020, p.4) studied stakeholder participation in water resource management and they discovered that the research participants showed more effort in addressing water resources issues when stakeholders participated. This implies that the collective effort of stakeholders helped to meet the water resource needs of the community and therefore show that community development can be attained if stakeholders join hands and work in a holistic approach.

It can therefore be summarised that stakeholder involvement is a key factor to ensure that community issues are addressed. Apart from that, poor community development and an increase in poverty can be partially attributed to poor stakeholder involvement in the planning and execution of duties. Poor stakeholder participation can be attributed to a lack of knowledge as well as information asymmetry (Tengan & Aigbavboa, 2017, p.14). This suggests that organisations should ensure that all stakeholders are well-informed about the key deliverables expected of them and that effective communication is imperative.

Mdlalose (2016, p.15) examined public participation and service delivery in the Maphumulo Municipality. The research findings from the qualitative study showed that, “communication breakdown and poor public participation strategies used by the municipality are indeed the major causes of community dissatisfaction”. From this study it is clear that communication is the link between stakeholders and the municipality, and without proper communication the probability of stakeholder involvement becomes slim or next to nothing.

Poor communication can therefore be regarded as a barrier to proper stakeholder involvement. Tengan & Aigbavboa (2017, p.15) and Mdlalose (2016, p.6) share similar sentiments on the importance of effective communication. Discussions and transparency remain key ingredients for a positive social change in the community (Martinez & Olander, 2015, p.10). This implies that stakeholder involvement is dependent on the inability of municipal boards to share competencies and powers, and this can be detrimental to community development (Bumbalová & Balážová, 2019, p.8). It must still be determined whether there is effective communication between the stakeholders and the municipal board at the Alfred Nzo District Municipality or not.

The discussion above showed the importance of stakeholder participation in community development. Stakeholder participation is essential from a global, regional, and South African perspective. The South African constitution provides statutory

guidelines for ensuring good governance through public participation (DPSA, 2014, p.19). However, for the Alfred Nzo District Municipality there is a need to examine stakeholder participation. This is crucial since poor stakeholder involvement can jeopardize community development in key aspects such as water and sanitation, housing, and poverty reduction as a whole. The Alfred Nzo District Municipality has a key mandate to ensure that citizens have a well-developed community and access to housing, safe water and sanitation, healthcare as well as planning and economic development.

#### **2.4. Conclusion**

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This chapter presented the literature review for the research study. The first segment was based on the theoretical approach and a number of stakeholder principles were discussed. From the theoretical literature it was established that people or community centred development programs can be achieved when all stakeholders are involved. Some of the benefits of stakeholder participation include quality decisions as well as improved standard of living in the community. The disadvantages associated with poor stakeholder involvement are increase in poverty levels, strikes, as well as civil unrest. From the empirical literature it was found that information asymmetry as well as a lack of knowledge can be stumbling blocks as far as stakeholder participation is concerned. Globally, regionally, and locally (South Africa) stakeholder participation is seen as a necessary ingredient to improve organisational performance and that stakeholder involvement can only be achieved if the guiding principles are taken into consideration. The next chapter is constructed on the research methodology.

## **CHAPTER 3**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1. Introduction**

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The basic aspects discussed in this chapter are research paradigm, research design, and research philosophy. The basic research methods are addressed in depth, as well as the target population, the sample size, and a description of the pilot study. In addition, sampling techniques, the data collection methods used, the ethical principles that were followed in the study, the research limitations, as well as the data analysis techniques used in this study are addressed. A conclusion will be presented at the end of the chapter.

#### **3.2. Research paradigm**

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A research paradigm is a pattern or particular technique for a research or analysis process (Iliev *et al.*, 2014, p.3). There are three types of analysis paradigms: positivist, interpretive, and critical paradigms (Isidori, 2015, p.616). A constructive research model is based on the notion of a causal-effect relationship in a study (Rehman & Alharthi, 2018, p.9). Positivists contend that the principles of natural sciences should be generalized to the social sciences. Positivist social scientists aim to emulate the methods used by natural scientists to regulate and understand the natural world (McGregor & Murnane, 2010, p.14). On the other hand, the interpretive research paradigm is focused on the perception that people are imaginative and consciously designing their social environment. The aim of the critical paradigm is to raise consciousness among participants and to challenge established injustices and prejudices (Cohen *et al.*, 2007, p. 21). An interpretive paradigm was used in this study which helped the researcher to discover more about the research issues outlined in Chapter 1. This allowed a sense to be drawn and solutions to be obtained to successfully bridge the established research gap.

### 3.3. Research design

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A research design is a logical plan or blueprint of how the researcher anticipates carrying out the research (Kubisch *et al.*, 2020, p.13). Devisch *et al.* (2019) refers to a research design as a framework for the collection and analysis of data.

Three types of research designs exist, namely a quantitative, a qualitative, and a mixed research design. A quantitative research approach is based on the use of numerical data, and mathematical techniques or electronic software can be used in the data analysis (Smith & Hasan, 2020, p.18). Examples of some electronic software that can be used are Nvivo, E-views, and Stata. On the other hand, a mixed research approach is a hybrid type of research (Younis *et al.*, 2019,p23), and implies that it incorporates the features of qualitative and quantitative research. Therefore, data collections using a mixed research design can be done using interviews and/or questionnaires (Crist & Schipperijn, 2019, p.11).

For the purpose of this research, a qualitative research design was used. Qualitative research according to Mitchell *et al.* (2020, p.27), is an approach that is beneficial for exploring and understanding a central phenomenon. In qualitative research, the views of the participants, what they perceive as being imperative and substantial, provides the point of orientation (Smith *et al.*, 2020, p.12), and it is very flexible and allows quality data collection (Avetisyan., 2016, p.23). These are the main reasons why the qualitative research design was chosen for this study. This is justified by the notion that the researcher has an opportunity to ask probing questions to the respondents which can produce more information (Crist, 2018, p.27). Therefore, this research design approach is suitable to explore the factors that contribute to the stakeholder participation.

An exploratory research approach will be used for this study with the objective to evoke responses from participants that are rich, meaningful, and explanatory in nature. Exploratory research, as established by Tarallo *et al.* (2019, p.5), is often conducted in areas of enquiry, where the aim of the research measures the size of the problem, produce some ideas about that problem and examine the feasibility of undertaking a broader study regarding that problem. As the objective of the study is clearly defined, this approach is deemed appropriate for the study.

### **3.4. Research philosophy**

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Research philosophy can be defined as a belief in how data on a certain phenomenon can be collected, interpreted, and used (Andriukaitiene *et al.*, 2013, p.12). Research theory can be in the sense of ontology, epistemology, or axiology. Ontology refers to the philosophic study of being generally or neutrally applicable to all that is real (Aliyu, 2015, p.15), axiology refers to the study of values and the way those values are expressed in society, and epistemology is the philosophical branch dealing with the origins of understanding (Kivunja & Kuyini, 2017, p.15). This empirical study will follow an epistemological approach.

### **3.5. Target population**

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A target population or market is a certain demographic group that share similar attributes and is defined as the intended audience for a product, advertisement, or research (Moe *et al.*, 2019, p.22). The target population for this study is stakeholders in the Alfred Nzo District Municipality which will be obtained from the Alfred Nzo District Municipality's planning unit and intergovernmental relations unit. The total number of individuals in the target population, that deemed useful for the study, totals thirty.

### **3.6. Sampling strategy**

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A sampling technique is used to determine samples that are as close as possible to the characteristics of a population (Stock *et al.*, 2019, p.14). A sample can be defined as a representative part, taken from the target population, for use in the research study.

# Overview of sampling techniques

## Sampling techniques

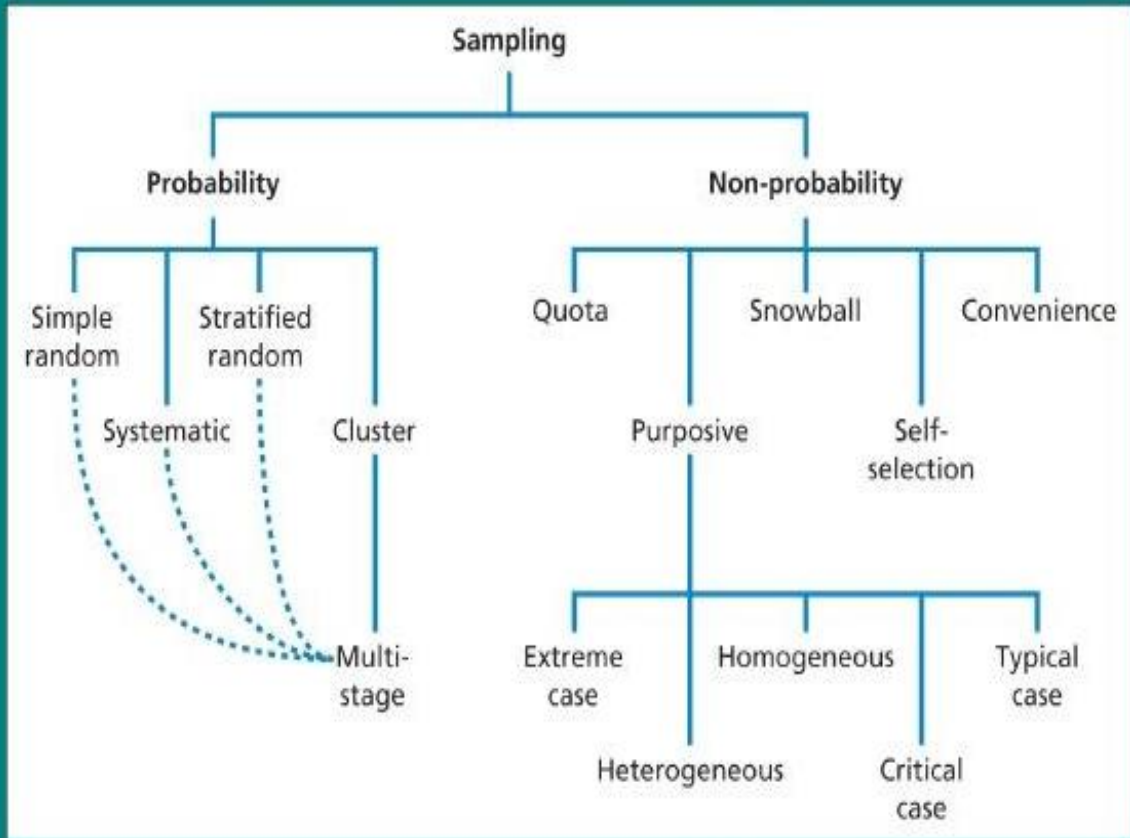


Figure 1 Summary of the possible sampling techniques (Source: Saunders *et al.*, 2009).

Sampling techniques can be classified as probability or non-probability sampling, as illustrated in Figure 1. Probability sampling include simple random sampling, systematic sampling, stratified random sampling, and cluster sampling, while non-probability sampling include quota sampling, purposive sampling, snowball sampling, self-selection sampling, and convenience sampling (Dahlberg *et al.*, 2020, p.3).

### 3.6.1. Probability sampling techniques

The following paragraphs are based on probability sampling techniques including simple random sampling, systematic sampling, stratified random sampling, and cluster sampling.

#### **3.6.1.1. Simple random sampling**

Simple random sampling is known as a sampling technique where an individual in the population has an equal chance and probability of being selected in the survey (Wang *et al.*, 2017, p.4). The selection of individuals depends entirely on luck or probability, and hence this sampling technique is also often referred to as the chance method.

#### **3.6.1.2. Systematic sampling**

Systematic sampling is a statistical approach that requires the collection of elements from the ordered sampling frame (Strand, 2017, p.14). The most popular type of systematic sampling is the method of equivalency.

#### **3.6.1.3. Stratified random sampling**

This is a form of sampling in which the total population is split into smaller groups or strata to complete the process of sampling (Zhang *et al.*, 2020, p.14). The strata are built on the basis of certain common attributes in the population data.

#### **3.6.1.4. Cluster sampling**

Cluster sampling is used when mutually non-heterogeneous but internally diverse groupings are evident in the statistical population (Liu *et al.*, 2020, p.34, and the total population is divided into groups that are also known as clusters. This sampling technique is often used in marketing research.

### **3.6.2. Non-probability or judgemental sampling techniques**

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The following paragraphs are based on the discussion of judgemental sampling techniques which include quota sampling, purposive sampling, snowball sampling, self-selection sampling, and convenience sampling.

#### **3.6.2.1. Quota sampling**

Quota sampling is a non-probability sampling method where the collected sample has the same proportions of individuals as the entire population with respect to known attributes of a specific phenomenon (Bertheussen *et al.*, 2020, p.5).

### **3.6.2.2. Purposive/judgemental sampling**

Purposive sampling are used to select focus group participants and key informants. According to Alonge *et al.* (2017, p.16), purposive sampling aims at selecting participants with knowledge or information relevant to the research question.

For this study the researcher selected stakeholders that have knowledge on the municipal planning process. The purposive sampling technique will enable the researcher to select participants who will provide data for the study. Young *et al.* (2020, p.12) states that a focus group which comprises people who are well-informed about a research problem is valuable and reliable. This sampling method is also ideal to select the key informants as they have specific knowledge or expertise about the topic being investigated. Municipal planning and intergovernmental relations officials at the Alfred Nzo District Municipality were approached to assist in identifying the stakeholders who are knowledgeable about the stakeholder participation in the municipal planning process topic to partake in the study.

### **3.6.2.3. Snowball sampling**

Snowball sampling is also known as chain-referral sampling and is defined as a non-probability sampling technique in which samples have features that are rare to find (Valente *et al.*, 2020, p.14). This is a sampling method where existing participants provide referrals for the recruitment of participants to be used for a research study.

## **3.7. Sample size**

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The sample frame is a list of stakeholders in the Alfred Nzo District Municipality database which were obtained from the Alfred Nzo District Municipality's planning unit and intergovernmental relations unit. The study is designed to have a sample size of ten (10) respondents.

## **3.8. Pilot study**

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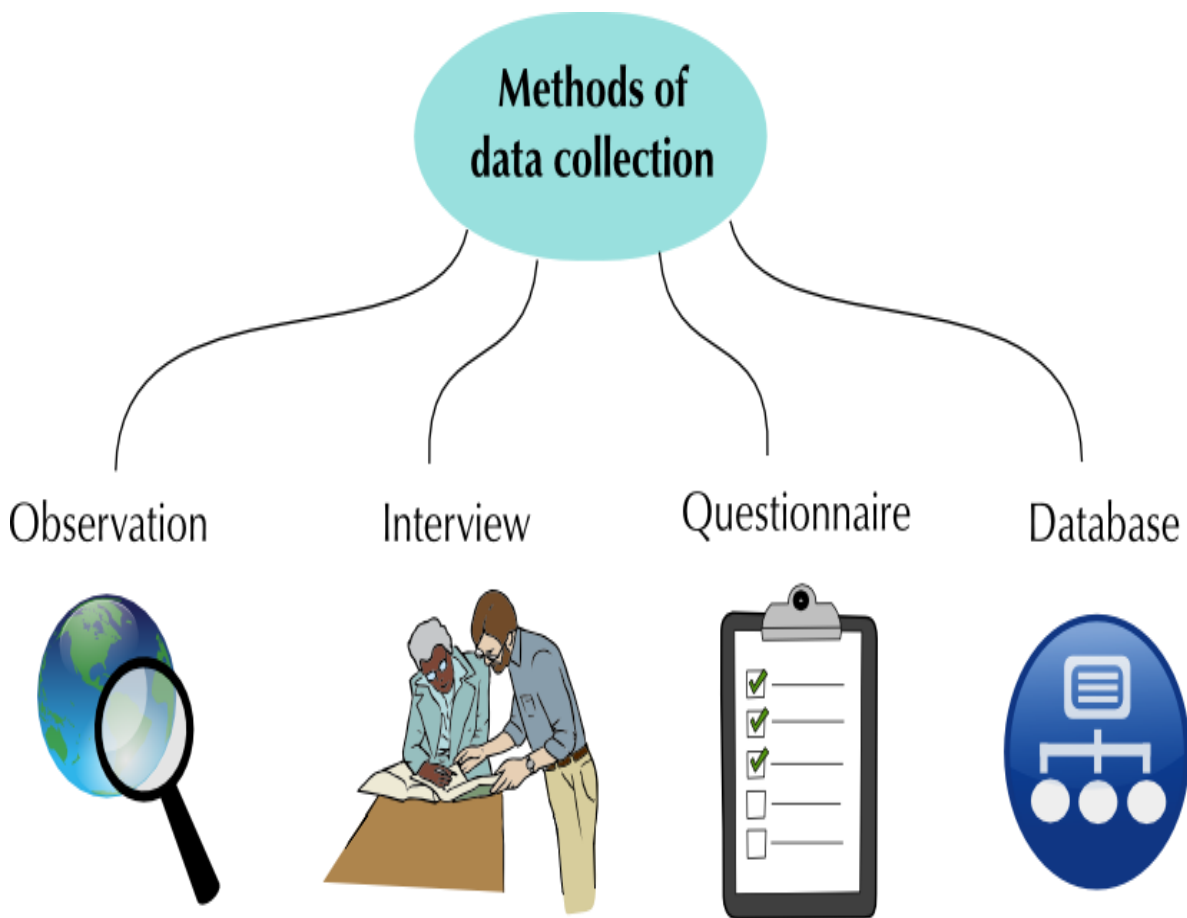
A pilot study or test is an experiment or a small-scale set of data from the sample size that is assessed for viability, adverse effects, costs, or any other unfavourable aspects that can affect the actual data collection process (Echeita *et al.*, 2020, p.2). A total of two participants were chosen in this study for the pilot test, and the results will be used to make changes where possible. The two participants will not be part of the sample



to be used for the actual data collection. The data from the pilot study will be analysed accordingly.

### 3.9. Data collection methods

Data collection is the systematic process of collecting and evaluating information in an existing framework on specified variables, which then allows one to answer specific questions and analyse results (Davidson *et al.*, 2020, p.15). Figure 3.2 below shows some of the data collection techniques.



**Figure 2. Illustration of the data collection methods (Source: Researcher’s construct).**

Figure 2. Illustrates that the collection of data can be based on questionnaires, reports from databases, or interviews. Rowen *et al.* (2019.p.17) describes primary data as original information gathered for the purpose of the research. The advantage of primary data is that it is more reliable, and it is easier to note the effects. The disadvantages include that the researcher must be present at all times and the possibility of low data collection (Wilke *et al.*, 2017, p.15).

This research study will be based on primary data which means that a primary data collection tool, telephonic semi-interviews, was used in the study.

### **3.9.1. Interviews**

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An interview can be defined as a structured dialogue where one person asks questions and the other responds (Joshi *et al.*, 2020, p.10). Telephonic semi-structured interviews were used for data collection in this study which ensured that the Covid-19 protocols and regulations were adhered to. An interview schedule was used to produce information from officials and stakeholders at the Alfred Nzo District Municipality to understand the stakeholder participation in the municipal planning processes.

Interviews were selected for this study because it allows quality data gathering through probing questions (Huang *et al.*, 2020, p.15). Interviews also ensure that the quality of the data provide rich information in order to close the identified research gap (Hill *et al.*, 2020); it also is a very cost effective data collection method. The interviews lasted 30 minutes to 45 minutes and were carried out at a time that was suitable for the respondents, to avoid the disruption of their work. The researcher managed the data collection process over a period of four weeks. All the data were recorded on a recording device and the raw data was stored in an encrypted folder and will be kept for a period of three years for the sake of reference. After the data collection, the audio files were transcribed, and the data analysis process commenced thereafter.

### **3.10. Data analysis**

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Data analysis is a method of integrating numerous elements, methodically breaking down assimilated research data into reduced controllable information, by applying statistical systems and procedures (Fernandes *et al.*, 2019, p.16). Grounded theory, thematic data analysis, content analysis, narrative analysis, framework analysis, and discourse analysis are some of the common data analysis methods used in qualitative data analysis (Nikitas *et al.*, 2019, p.16).

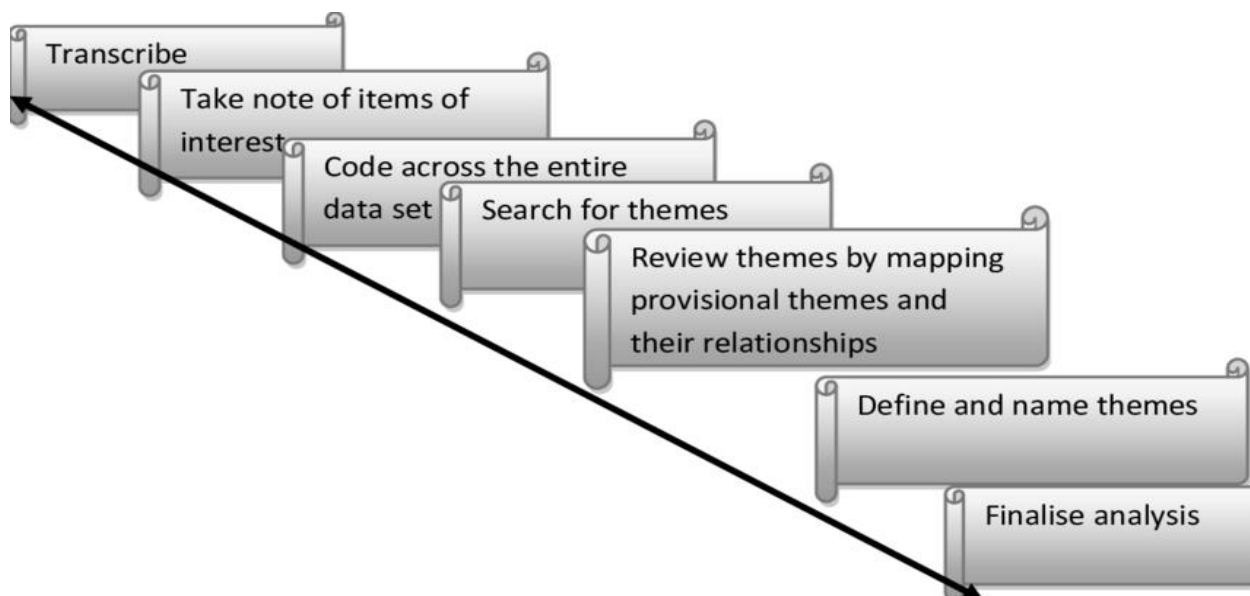
The objective of the analysis is to enable the researcher to have a better understanding of several elements of the data that has been collected. This is done through the observation of the relationships between variables, constructs, and concepts, and to assess whether there are any patterns or trends that can be identified or isolated, and

to establish any themes in the data (Mouton, 200, p.33). In order to address the research aims and objectives of this study, the data collected will be analysed using thematic analysis.

### 3.10.1. Thematic analysis

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Thematic analysis is a method used in the analysis of qualitative data, by means of identifying, analysing, and reporting themes in the collected data (Alyavina *et al.*, 2020, p.15). It marginally organises and describes data rich detail according to Alhojailan (2012, p.23). Advantages of thematic analysis is that it offers flexibility to start with the data analysis at any time during the research process, because there is no link between the data being collected and the result of the research process, and it also offers a complete process for a researcher to identify a number of cross-references between the progressing themes and the complete data.



**Figure 3 Illustration of the steps in thematic data analysis (Source: Researcher's construct).**

In Figure 3, an illustration of the thematic data analysis process is given. Firstly, the audio files are transcribed, secondly one must take note of key interest aspects, and then coding of the data set is done. Thereafter a search for themes should follow and these themes should be reviewed, defined, and named while the final analysis is done at the end. This process was followed in this research study.

### **3.11. Limitations of the study**

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There are a few aspects that are seen as possible limitations in this study. The use of judgement (purposive) sampling can bring in prejudice and bias. According to Zikmund (2003, p.12) purposive sampling can lead to bias due to expert's belief and this may lead to the sample being unrepresentative of the population, while an estimation of data beyond the sample may not be appropriate. Apart from that, the use of the qualitative interview method can lead to interviewer bias, when the interviewer makes his own vested interest known. The researcher currently works in the local government sector and may add possible explainer bias. In addition to that, the research findings is dependent on the respondent's capacity to provide adequate insights during the focus group engagements. Lastly, the research concentrates on stakeholder participation in the Alfred Nzo District Municipality and the results may not be applicable to other municipalities and other entities.

### **3.12. Research Ethics**

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According to Chiumento *et al.* (2020, p.6), the reasearcher must anticipate the principled and ethical correctness of the research, from the design phase of the study to the completion phase. In this study, numerous ethical matters was taken to consideration. "The ethics of science concerns what is wrong and what is right in the conduct of research" (Tubaro, 2019, p.19). It is therefore important to be respectful and thoughtful of research participants and to always consider their basic human rights. In this study, the following ethical considerations were adhered to:

#### **3.12.1. Ensuring participants have given informed consent**

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An introductory letter was issued to the identified participants, clarifying the aims and objectives of the study as well as the importance of the study. This was done after permission was granted from the Municipality's officials. The consent forms of all the participants were collected prior to the interviews. It was explained to the participants that their participation in the study is voluntary, and that they can withdraw from the study at any time and for any reason; have to right to do so (Gorgoni, 2018, p.15). An informed consent form compiled by the researcher and supervisor was issued to and completed by everyone participating in the study (Ekmekc *et al.*, 2020, p.16).

### **3.12.2. Ensuring no harm comes to participants**

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The researcher ensured that the questions asked in the interview are not offensive to the participants and that they are not subjected to any harm or danger (Bitter, 2020). A tape recorder was used to ensure that all the information was captured, especially during in depth interviews. The participants were informed of the use of the recorder as well as the importance thereof for the research, to enable them to decide whether they want to participate in the interviews or not.

### **3.12.3. Ensuring confidentiality and anonymity**

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The personal rights and privacy of participants were protected since no personal information was used against their will or in the analysis process (Chiumento *et al.*, 2020b, p.20). The names of the participants stayed anonymous and confidential in this study. The researcher managed to maintain ethical principles, good research practice, and moral behaviour at all times.

### **3.12.4. Ensuring that permission is obtained**

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Permission to carry out the research was obtained from the Alfred Nzo District Municipality. A letter drafted by the researcher, that clearly states the aim of the study, was sent to the relevant officials at the Alfred Nzo District Municipality. Once permission was granted, data collection commenced.

### **3.12.5. Measurement map and data analysis**

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In Table 3.1 below, a summary of the research map is given, including the objectives, constructs, variables, data source, data/questions, and data analysis information.

**Table 3.1: Summary of the measurement map and data analysis.**

OBJECTIVES	CONSTRUCTS	VARIABLE	DATA SOURCE	DATA / QUESTIONS	DATA ANALYSIS
OBJECTIVE 1	Municipality	Municipal planning process	Telephonic semi-structured interviews with planning and intergovernmental officials	What are categories or groups of stakeholder that participate in the Alfred Nzo District Municipality planning process?	Thematic analysis
	Stakeholders	List of stakeholders	Alfred Nzo Municipal stakeholder data base		
OBJECTIVE 2	Municipal planning process	Stakeholders	Telephonic semi-structured interviews with stakeholders	Are the planning processes sufficiently inclusive (including the poor, women, disabled and other marginal groupings)?	Thematic analysis
		Municipal officials	Telephonic semi-structured interviews with municipal officials on planning and intergovernmental relations		
OBJECTIVE 3	Stakeholder participation theory	Municipal officials	Telephonic semi-structured interviews with municipal officials	Are the planning processes carried out in a manner that simply legitimises decisions already taken by the municipality? What are the research findings?	Thematic analysis
		Municipal Intergovernmental relation officials			
OBJECTIVE 4	Relationship between municipality and its stakeholders on municipal planning processes	Improved stakeholder participation	Telephonic semi-structured interviews with municipal officials	What are challenges and how can they be overcome?  What are recommendations on best practices?	Thematic analysis

### **3.13. Conclusion**

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The aim of this chapter was to present the research methodology used in the study. Research paradigm, research design, and research philosophy was defined. The target population, sample strategy, sample size, and the pilot study was discussed, followed by data collection methods, data analysis, limitations to the study, and ethical considerations.

The researcher used a qualitative technique and an interpretive paradigm, while the empirical analysis adopted an epistemological approach. The target population was workers in the Alfred Nzo District Municipality, the sample size was ten respondents while two respondents were used for the pilot study. Purposive sampling was used to select the respondents for the collection of the data. The data collection was carried out using telephonic semi-structured interviews, all ethical values have been observed in terms of research as a whole and the data was analysed using thematic data analysis.

The next chapter is based on the analysis and the presentation of the data.

## **CHAPTER 4**

### **DATA ANALYSIS AND PRESENTATION**

#### **4.1. Introduction**

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This chapter provides an analysis of the generated data. The data generated in this empirical study was analysed from a qualitative perspective using thematic data analysis, as outlined in Chapter 3 of this study. This chapter includes an analysis of the responses of the respondents to the various research questions. The perspectives of the participants were used to substantiate the explanation of the study's various themes. The responses were compiled and are presented in a non-chronological order. The researcher's discretion was used to select the relevant extracts to quote in the chapter. The findings of the pilot study is also presented in this chapter. All demographic variables were analysed in an appropriate manner, themes were extracted, and a comprehensive debate is presented. An overall conclusion is given at the end of the chapter.

#### **4.2. Participants**

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The participants for the study were carefully chosen using the sampling technique described in Chapter 3. A total of ten respondents took part in the interview process, and no anomalies were discovered during the collection of data.

##### **4.2.1. Demographical data of participants**

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In terms of gender, five of the participants were female and five of the participants were male. The gender of the respondents was well balanced and there was no bias in the selection of research respondents. This is illustrated below in Figure 4.1.

##### **4.2.1.1. Age of participants**

In terms of age, the four youngest respondents were in the 26-35 year age group, three respondents were in the 36-45 year age group, and three were in the category of 47 years and older.



#### 4.2.1.2. Experience of participants

All the respondents were experienced workers at the Alfred Nzo District Municipality. Basing on the data collected it was evident that the bulk of the respondents had more than six years' experience and a few had more than fifteen years of experience. Below is an extract of some of the responses:

**Respondent 1:** *"I have 6 years' experience".*

**Respondent 2:** *"...20 years' experience".*

**Respondent 3:** *"This my 15<sup>th</sup> year in this organisation".*

**Respondent 4:** *"I have served for more than 10 years".*

According to the responses, all the participants who took part in the interview process had extensive experience. This will be discussed further in the following paragraphs.

#### 4.2.1.3. Management level at work

The data collected showed as in table 4.1, that all the respondents who took part in this study were officials (politicians, senior managers, middle managers, and municipal officials) and stakeholders from all backgrounds of Alfred Nzo District Municipality. This signifies that the sampling technique used was relevant, allowing all of the research questions to be answered.

**Table 4.1: Summary of the demographical data of the participants in the study.**

	Age	Experience	Designation
Respondent F 1	26	6	O
Respondent F 2	29	7	S
Respondent F 3	30	8	S
Respondent F 4	35	10	O
Respondent F 5	36	15	S
Respondent M 1	40	20	S
Respondent M 2	45	10	S
Respondent M 3	47	6	O
Respondent M 4	48	6	O
Respondent M 5	50	8	S

Key: Age (in years); Experience (in years); F = Female; M = Male; O = Official; S = Stakeholder

### 4.3. Pilot study results

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The pilot study performed was a success and paved the way for the actual data collection process. The two respondents that was part of the pilot study were not included in the actual data collection process. There were no anomalies or irregularities with the research instrument and therefore no changes were made to it. The pilot study was a very useful and essential process prior to the actual data collection.

### 4.4. Services offered by the Alfred Nzo District Municipality

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The Alfred Nzo District Municipality offers diverse services to the clients. These services include water and sanitation services, disaster and fire services, road and infrastructure development, and socio-economic interventions. A few extracts from the respondents are given below:

**Respondent 1:** *“As road maintenance and electricity, provides oversight to all the local municipalities within its jurisdiction, providing economic development services such as business support”.*

**Respondent 2:** *“Bulk supply of water and electricity”.*

**Respondent 3:** *“...disaster and fire”.*

**Respondent 4:** *“Basic services such as water and sanitation”.*

### 4.5. Theme extraction

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The following themes were extracted from the data collected and are explained in detail in the following paragraphs.

- Stakeholder participation
- Municipal planning processes
- Effectiveness of the municipality in stakeholder engagement
- Sufficiency of planning processes
- Adverse effects of an ineffective municipal planning process
- Level of stakeholder contribution
- Barriers to effective stakeholder participation

- Positive developments from stakeholder participation in municipal planning
- Negative effects of low levels of stakeholder participation

#### 4.5.1. Stakeholder participation

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It was necessary to confirm that the respondents understood stakeholder participation and what it is. Below is an extract of the views of some of the respondents.

**Respondent 4:** *“Stakeholder participation is whereby all Stakeholders collaborate to share ideas, views, plan and make critical decisions to reach a common goal”.*

**Respondent 5:** *“...involvement of people in the planning and execution of services to which they are either entitled to or that which they are supposed to render to the public”.*

**Respondent 6:** *“...is a process by which an institution or organisation encourages all stakeholders both internal and external of the organisation who might be directly or indirectly affected by the decisions of the organisation to participate in all planning activities and monitor the implementation of decisions taken and have inputs in such activities”.*

**Respondent 7:** *“It is a process wherein people affected by decisions of the municipality in this case are involved for input and understanding prior decision-making”.*

The responses given above show that all the respondents had an almost homogenous meaning or definition of stakeholder participation. It can therefore be summed up that stakeholder participation is anchored on effective communication between the interested parties, proper and effective planning, the execution of the agreed activities, and the evaluation of the outcome (Bourne, 2016, p.49).

#### 4.5.2. Municipal planning processes

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All stakeholders are supposed to be involved in the municipal planning processes. Extracts of some of the responses of the participants are given below.

**Respondent 2:** *“Very limited extent, women and young people are not involved because their meetings sit during the day while we at work. And they are using old models while most of us we can participate through social media platforms”.*

**Respondent 3:** *“Yes, as Traditional Leaders we are fully involved in all Municipal activities as guided by the Municipal Structures Act 117 of 1998”.*

**Respondent 4:** *“Not all. IDP Outreach as guided by the Municipal Structures Act 117 of 1998 are poorly implemented”.*

**Respondent 5:** *“Yes, because for ANDM to deliver relevant and informed services to me as a stakeholder, they must have engaged me to gather a needs analyses. Therefore, I am involved in their planning process”.*

**Respondent 6:** *“To a lesser extent, they are not effective in as far as involvement is concerned. Poor consultation too”.*

**Respondent 7:** *“Yes but the degree of involvement is limited, and communication is poor”.*

The above responses show that some of the respondents are not involved in the planning processes. To be specific, a total of six respondents cited little to no involvement in the planning processes by the Alfred Nzo District Municipality. The aim of this research was to examine & probe the scope to which stakeholders participate and contribute in the planning processes within the Alfred Nzo District Municipality, whether it is comprehensive, consultative, and facilitated or not. These research findings show that the Municipality planning processes is not fully comprehensive, and this affects development. These results agree with the views of Njenga (2009, p.29) that suggests that poor stakeholder participation adversely affects development. Apart from that, the research results show that poor consultation and poor facilitation affects the planning processes. This provides an answer to the overall aim of this research study.

#### **4.5.3. Effectiveness of the municipality in stakeholder engagement**

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A few responses from the participants are provided below.

**Respondent 4:** *“The municipality is performing fairly in the stakeholder participation especially in relation to planning processes of what gets implemented. It is, however, worth noting that the district municipality covers about 101 vast rural wards, which makes it difficult to engage stakeholders effectively as anticipated”.*

**Respondent 5:** *“The district municipality is not effective in this regard, the only time you get to participate is by chance during the state of the district and address budget vote”.*

**Respondent 6:** *“They are somehow effective because a number of stakeholders do participate and make inputs in the planning sessions”.*

**Respondent 7:** *“They are not effective”.*

**Respondent 8:** *“Alfred Nzo is poor in planning. They don’t invite all structures”.*

**Respondent 9:** *“ANDM is very effective in engaging its stakeholders. ANDM has established different stakeholder platforms to ensure interactive communication with its stakeholders”.*

The above responses proves that the Alfred Nzo District Municipality has low levels of efficiency as far as stakeholder engagement is concerned. Two of the ten respondents cited that the municipality performs fairly well, while eight of the ten cited that the municipality is ineffective in stakeholder engagement. Overall, it can be said that the municipality is ineffective. These research outcomes agree with the views of Kahane *et al.* (2013, p. 28) who suggest that low levels of efficiency in municipalities can be a result of poor stakeholder involvement.

#### **4.5.4. Sufficiency of planning processes**

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The main thrust of this theme was based on establishing if the planning processes at the Alfred Nzo District Municipality embraces all the key concerned parties. A few extracts from the views of the respondents are given below.

**Respondent 4:** *“The participation of marginal groups in planning is not satisfactory accommodated”.*

**Respondent 5:** *“The participation of marginal groups in planning is not satisfactory accommodated, however, there are other platforms within the district wherein special groups are able to put forth their interests and aspirations through their formations”.*

**Respondent 6:** *“Yes, it is, planning process normally entails public gatherings”.*

**Respondent 7:** *“They are not that inclusive”.*

**Respondent 8:** *“Not all stakeholders are invited”.*

**Respondent 9:** *“No, stakeholder involvement is poor in this municipality”.*

From the above responses it is clear that the planning processes at the Alfred Nzo District Municipality is insufficiently inclusive, since some of the respondents said that not all of the stakeholders are involved in the municipal planning processes. In total, seven of the ten respondents mentioned that the Alfred Nzo District Municipality’s planning processes is insufficiently inclusive. Therefore, the benefits of effective planning are only enjoyed by those who take part in the planning process. This correlates with the views of Schmidt *et al.* (2020, p.4) who postulates that poor planning in an organisation yield poor results.

#### **4.5.5. Adverse effects of an ineffective municipal planning process**

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From the responses in the interviews, it is clear that poor planning in the Alfred Nzo District Municipality has adverse effects. Some of the responses by the participants are given below.

**Respondent 1:** *“Service delivery protests which will draw unnecessary attention from the opposition and that can also lead to the municipality being labelled as not performance as expected by the law.”*

**Respondent 2:** *“The fact that the marginal group’s participation in planning is ineffective has adverse effect in that the needs of such groups get overlooked in the planning processes”.*

**Respondent 3:** *“Unsatisfied stakeholders and irrelevant services delivery products”.*

**Respondent 4:** *“Revolt of stakeholders through demonstrations, poor empowerment of women and youth”.*

**Respondent 5:** *“Withdrawal of funds from the government”.*

The responses cited above show that poor planning in the Alfred Nzo District Municipality has adverse effects such as withdrawal of funds from government accounts, strikes, unmet needs of marginalised groups, poor service delivery, as well as a low rating in terms of municipal performance. This ultimately affects the economic development of the Alfred Nzo District Municipality. Apart from that, the poor planning of processes also affect the policies of the municipality. It can therefore be concluded that the municipality’s planning processes are not comprehensive enough and answers the main aim of this study which is to determine the degree of stakeholder

participation in the planning processes in the Alfred Nzo District Municipality. These research conclusions are related to the opinion of Gregory *et al.* (2020, p.13) who postulates that community issues and concerns can create tension and civil unrest if they are not addressed.

#### **4.5.6. Level of stakeholder contribution**

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The first research objective is to find the level of stakeholder contributions of different participants in the municipal plan and policy. Extracts from the views of some respondents are given below.

**Respondent 2:** *“There is no contribution of the poor people, youth and people with disabilities and so these people do not contribute anything as stakeholders to their municipality including scholars or educated young people. The municipality is not in a relationship with academic stakeholder who may by means of research even contribute very well to ameliorate the exacerbated realities of both the municipality and communities”.*

**Respondent 3:** *“The level of stakeholder contribution for Municipal Plan and Policy at ANDM is good as the Municipality endeavours to create platforms where all its stakeholders plan and monitor service delivery”.*

**Respondent 4:** *“Poor contribution of the poor, women, and youth people”.*

**Respondent 5:** *“The level of contribution to municipal planning and policy development is fair”.*

The responses cited above show that there is poor public participation in the municipality. As such, it can be resolved that the level of involvement at municipal level is limited because not all stakeholders are consulted, for example, the disadvantaged, and minority groups. From this perspective it means that the municipal plan and policy is ill-informed because it does not capture all the stakeholders and the municipality is operating on poor policies. Only the consulted stakeholders' contribution is taken into consideration in the municipal planning and policy formulation. This answers the first research objective of this study. These results correlate with the findings of Mbona (2014, p.16) who states that low stakeholder participation hinders community development.

#### **4.5.7. Barriers to effective stakeholder participation**

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A number of factors affect effective stakeholder participation. Some extracts from the interviews with the respondents are given below.

**Respondent 5:** *“Ineffective communication, insufficient resources, reluctance of public office bearers to participate effectively”.*

**Respondent 6:** *“Lack or poor understanding of the role of the municipality”.*

**Respondent 7:** *“Unclear terms of reference, poor planning, unclear objectives, uncooperative stakeholders, failure to identify all relevant stakeholders, poor stakeholder management, lack of information for planning purposes”.*

**Respondent 8:** *“Political instability”.*

**Respondent 9:** *“Poor communication”.*

**Respondent 10:** *“Insufficient resources”.*

The responses cited above illustrate that barriers to effective stakeholder participation in the Alfred Nzo District Municipality are insufficient resources, poor communication, political instability, uncooperative stakeholders, and failure to identify all relevant stakeholders, poor stakeholder management, and a lack of information for planning purposes. In Chapter 3 it was discussed that it is crucial to ensure that effective communication is established when you plan to engage stakeholders (Bourne, 2016). The view of Bourne (2016) correlates with the findings of this study.

The third study objective is to engage and build stakeholders to understand how they fit into the broader municipal planning processes, and what the benefits of their participation are. From the above responses it is evident that, all the aforementioned barriers must be solved to ensure that the stakeholders are engaged and fully participate in the municipal planning processes and also benefit from their inputs.

#### **4.5.8. Positive developments from stakeholder involvement in municipal planning**

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There are a number of benefits that accrued as a result of the limited stakeholder engagement in the Alfred Nzo District Municipality. Below is an extract of some of the views of the respondents.



**Respondent 3:** *“Best service deliver, better water and sanitation, better infrastructure”.*

**Respondent 4:** *“Support of the Agri-Parks Programme which helped in commercialisation of farming, limited Covid-19 infections in the area”.*

**Respondent 5:** *“Fairly strong partnerships, stable education system”.*

The above responses show that some positive developments realised due to stakeholder participation in the municipal planning processes. In short, these benefits are better water and sanitation, better infrastructure, a stable education system, and limited Covid-19 infections, just to mention a few. The second research objective of this study is to consult and brief stakeholders on the outcomes of the municipal planning process. Efficient municipal planning can yield good results, however half of the respondents cited that there are limited benefits in the area due to poor stakeholder involvement. This shows that with improved stakeholder participation, the Alfred Nzo District Municipality can yield good results.

#### **4.5.9. Negative effects of low levels of stakeholder participation**

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There are a number of negative effects that can emanate due to low levels of stakeholder participation. An extract of the views of some of the respondents are given below.

**Respondent 4:** *“Public disorder, looting of shops, vandalism to property and public infrastructure”.*

**Respondent 5:** *“A lack of support on municipal initiatives by the people”.*

**Respondent 6:** *“Community protests”.*

**Respondent 7:** *“Poor service delivery, resource wastage”.*

**Respondent 8:** *“Limited business opportunities”.*

**Respondent 9:** *“Corruption and social instability”.*

The above responses show that it is possible for the Alfred Nzo District Municipality to be exposed to public disorder, looting of shops, vandalism to property and public infrastructure, resource wastage, corruption, and social instability due to the low level

of stakeholder participation. This shows how useful stakeholder participation is. Therefore, the Alfred Nzo District Municipality needs to use an inclusive approach and ensure that all the stakeholders are incorporated into the municipality planning processes. This will help to ensure that the municipality experience stability and it will improve, advance and progress the socio-economic status of concerned stakeholders in the Alfred Nzo District Municipality.

#### **4.6. Conclusion**

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The purpose of this study was to present the data analysis of this research study. The data collected in this empirical study was appropriately analysed from a qualitative perspective using thematic data analysis. The Alfred Nzo District Municipality has low levels of efficiency in as far as stakeholder engagement is concerned, and it was also observed that the planning processes is insufficiently inclusive. The poor planning in the Alfred Nzo District Municipality has adverse effects such as withdrawal of funds from government accounts, strikes, unmet needs of marginalised groups, poor service delivery, as well as a low rating in terms of municipal performance. It was also observed that there is poor public participation in the municipality, and the level of contribution at municipal level is limited because not all the stakeholders are consulted. Barriers to effective stakeholder participation in the Alfred Nzo District Municipality were determined as insufficient resources, poor communication, political instability, uncooperative stakeholders, failure to identify all relevant stakeholders, just to mention a few. A limited number of positive developments realised due to stakeholder participation in the municipal planning: better water and sanitation, better infrastructure, a stable education system, and limited Covid-19 infections.

The next chapter summarizes the study, gives recommendations to the organisation's policies, and ends off with a conclusion.

## **CHAPTER 5**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

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This chapter seeks to present a summary of the study, guided by Chapter 4, which contained the data analysis and presentation. The findings of the study, a summary of the findings, and conclusions of the study is presented. Key policy recommendations are discussed in relation to the topic, limitations of the research study, and suggestions for future research studies is given. The chapter ends off with an overall conclusion of the research study.

#### **5.2. Findings from the primary study**

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This empirical research study aimed to examine and probe the degree to which stakeholders participate in the planning processes within the Alfred Nzo District Municipality, whether it is comprehensive, consultative, and facilitated.

The qualitative research sought to address the following objectives:

- Find if stakeholder contribution is at an appropriate level in order to inform the municipal plan and policy.
- Encapsulating and sharing the outcome of the processes to stakeholders.
- Making stakeholders appreciate and understand how they fit into the municipal developmental agenda and the benefit of such participation.
- To find conclusions and recommendations with regards to improved stakeholder participation to promote inclusive decision-making at a municipal level.

#### **5.3. Summary of the study**

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The empirical research sought to investigate the extent to which stakeholders participate in the planning processes within the Alfred Nzo District Municipality, if it is comprehensive, consultative, and facilitated. A review of theoretical and empirical literature was conducted. The study was carried out utilizing qualitative research methods, an interview guide was used as a research tool, and the pilot study used two

of the respondents, who were not included in the final sample. Ten people took part in the actual data collection process and thematic analysis was used to analyse the data collected. All of the research findings were analysed and presented in accordance with the research objectives and questions.

#### **5.4. Conclusions**

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From the qualitative research results it was found that some of the stakeholders are not involved in the planning processes and that poor consultation and poor facilitation affect the planning processes. In terms of efficiency, it was found that the Alfred Nzo District Municipality has low levels of efficiency with regards to stakeholder engagement. Apart from that, it was also established that the Alfred Nzo District Municipality's planning processes is insufficiently inclusive. Furthermore, it was established that poor planning in the Alfred Nzo District Municipality has adverse effects such as withdrawal of funds from government accounts, strikes, and unmet needs of marginalised groups, poor service delivery as well as a low rating in terms of municipal performance. This ultimately affects the economic development of the municipality. The poor planning of processes affects the policies of the municipality and it was concluded that the municipality's planning processes are not comprehensive enough. A few positive developments realised due to some stakeholder participation in the municipal planning, these were better water and sanitation, better infrastructure, a stable education system, and limited Covid-19 infections. All the research objectives and questions were met and answered accordingly and the research gap that was identified was successfully closed.

#### **5.5. Recommendations**

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A few suggestions are made from the researcher to the Alfred Nzo District Municipality in order to improve stakeholder participation.

##### **5.5.1. Effective communication between the municipality and the stakeholders**

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It is highly recommended that the municipality include the use of digital platforms and social media to ensure that all stakeholders are well-engaged. This will help to ensure that all the key business matters are articulated in a holistic approach and it will help to improve the efficiency of the municipality in question.

### **5.5.2. Implementation of stakeholder driven policies**

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There is need for the Alfred Nzo District Municipality to design and implement robust stakeholder policies. These policies should be tailor made to address the current challenges the municipality face. Apart from that, the policies should clearly outline all the stakeholder types and how they should conduct business with the municipality. This will help to strengthen the operations of the Alfred Nzo District Municipality.

### **5.5.3. Resource mobilisation**

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The municipality must ensure that sufficient resources are acquired for the sole purpose of meeting the needs of the diverse stakeholders, and it should be well managed. Apart from that, there is a need for efficiency and effectiveness at the Alfred Nzo District Municipality to ensure that the resources that are mobilised help to meet the needs of the community. Particular focus should be on the less privileged and the once marginalised stakeholders. This will go a long way in improving the viability of the Alfred Nzo District Municipality.

### **5.5.4. Improved accountability**

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The staff at the Alfred Nzo District Municipality must portray high accountability skills as far as the management of all municipal resources is concerned. This is key as poor management of resources affects the planning and it can lead to low stakeholder participation as well as the possibility of strikes or civil unrest. Therefore, it is high recommended for the Alfred Nzo District Municipality to improve accountability of the staff and to ensure that the resources are well-managed.

### **5.5.5. Stakeholder workshops**

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The municipality in liaison with the stakeholders, need to conduct regular workshops that should be designed to capture the needs of the stakeholders, municipality expectations, and other pertinent issues that affect both parties. These workshops will be useful to unify the municipality officials and the stakeholders. Apart from that, it will provide an opportunity to make concrete decisions since the municipality officials and

the stakeholders will be able to share ideas with regards to the Alfred Nzo District Municipality's administration.

### **5.6. Limitations of the study**

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The research study focused on the Alfred Nzo District Municipality; hence the research outputs may not be applicable to other municipalities in South Africa. Apart from that, the study was based on qualitative data techniques, therefore some of the inherent limitations of this technique might have come through in the results. In addition to that, a small sample size was used, which is normal for qualitative research.

### **5.7. Suggestions for future studies**

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The study was carried out using a qualitative method. It is recommended that researchers should use a different technique, such as a quantitative or mixed method in future research regarding this topic. This will help to compensate for the study's inherent limitations because of the qualitative technique used. This study only included ten participants; if it is possible, a larger population and sample size is suggested for future studies to allow for the discovery of more research findings on the subject.

### **5.8. Conclusion**

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The key findings of the study were discussed, suggestions for future studies were made, and limitations of the study was mentioned. From the data analysis it was found that in terms of stakeholder engagement, the Alfred Nzo District Municipality has low levels of efficiency. It was also determined that the planning processes were not sufficiently inclusive, and that the poor planning has negative consequences such as withdrawal of government funds, strikes, unmet needs of marginalized groups, poor service delivery, and a low municipal performance rating. The researcher recommends stakeholder-municipality workshops, improved accountability, resource mobilisation, implementation of stakeholder driven policies, and effective communication between the municipality and stakeholders to improve the low level of participation of stakeholders.

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**Appendix A: INTERVIEW GUIDE**

I am a Masters student at the above-named institution doing a research entitled: **Stakeholder participation in the planning at Alfred Nzo District Municipality** to fulfil the Masters in Development Studies Degree requirements. May you please answer all questions by writing your response in the space provided or ticking where applicable. **All information is for academic purpose only. Thank You!! Duration: 35-40 Minutes**

Name of field worker: Linda Ndoko: 0732603127

**Section A**

- (1) Age ..... years
- (2) Gender                      Male                           Female
- (b) Years of Experience .....

**SECTION B**

- (3) What is your **designation**? .....
- (b) List the **key services** provided by Alfred Nzo District Municipality to its **stakeholders**.  
.....  
.....  
.....

**SECTION C**

- (4) What do you understand by the term **stakeholder participation**?  
.....  
.....  
.....
- (5a) As a stakeholder, are you involved in the **planning processes** within the Alfred Nzo District Municipality? Justify.  
.....  
.....
- (b) How **effective** is the Alfred Nzo Municipality in engaging stakeholders in the planning process? Justify  
.....  
.....  
.....

(6) If ineffective, briefly outline the **adverse effects** of such ineffectiveness.

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

(7a) Briefly explain **the level of stakeholder contribution** at Alfred Nzo Municipality with regards to **municipal plan and policy**?

.....  
.....

(8a) List **any barriers to effective stakeholder participation**.

.....  
.....

(b) What **solutions** can you recommend to solve the problems listed above?

.....  
.....

(9a) Outline any **positive developments** if any, that came as a result of stakeholder participation in municipal planning.

.....  
.....

(b) Briefly **outline any negative effects that** emanated from low levels **of stakeholder participation**.

.....  
.....

(10) What other **policy recommendations** can you offer to improve stakeholder participation in the Alfred Nzo Municipality?

.....  
.....

**THE END. THANK YOU!!!!!!**

## APPENDIX B: PERMISSION LETTER



### ALFRED NZO DISTRICT MUNICIPALITY

Enq: Ms A. Mjila – 039 254 5000/2

Date: 01 February 2021

L. Ndoko, 2016301208  
Centre for Development Support  
University of Free State  
Bloemfontein 9300

Dear Sir

**RE: Permission to conduct a research**

I am pleased to inform you that Alfred Nzo District Municipality is giving you permission in respect of your research of studying “*Stakeholder participation in the planning at Alfred Nzo District Municipality*” under your principal invigilator Dr. Deidre van Rooyen of the Centre for Development Studies, University of Free State.

Your initiative doing a Masters of Development Studies is appreciable and our institution is ready to support your research at its best.

We wish you all the best in your study.

Yours in efficient and effective in Municipal Administration.

**Z. H. Sikhundla**

**Municipal Manager**

## APPENDIX C: ETHICAL CLEARANCE



### GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

29-Jun-2021

Dear Mr Linda Ndoko

#### Application Approved

Research Project Title:

**Stakeholder participation in the planning at Alfred Nzo District Municipality**

Ethical Clearance number:

**UFS-HSD2021/0330/21**

We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for submitting your proposal for ethical clearance; we wish you the best of luck and success with your research.

Yours sincerely

**Dr Adri Du Plessis**

**Chairperson: General/Human Research Ethics Committee**

Adri  
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