

**THE EFFECTIVENESS OF THE INTEGRATED DEVELOPMENT PLAN
(IDP) AS SERVICE DELIVERY TOOL WITHIN THE MAHIKENG
LOCAL MUNICIPALITY**

BY

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**Mini-dissertation submitted in partial fulfillment of the
requirements for the degree of Masters in Business Administration
in Finance at the Mahikeng Campus of the North West University**

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OCTOBER 2015

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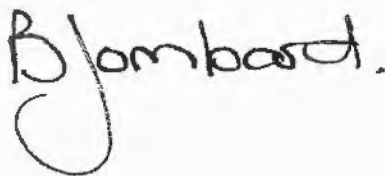
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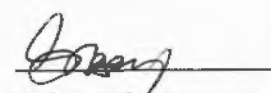
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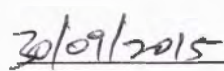
Yours sincerely,

A handwritten signature in black ink that reads "B Lombard." The signature is written in a cursive style, with a large, looping initial "B" and a period at the end.

Declaration

I declare that the mini-dissertation submitted for the Masters Degree in Business Administration at the Graduate School of Business and Government Leadership, in the Faculty of Commerce and Administration at the Mahikeng campus of the North West University has not been submitted to any other university in order to acquire the qualification.


Mpho Gift Maseng


Date



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Abstract

Development planning is imperative in every organisation; hence it is done at national, regional and local levels. It is the responsibility of the municipalities to ensure that there are developments within their jurisdictions, by using the Integrated Development Plan (IDP) as an operational and strategic plan that supersedes all the planning processes for development. This is a five year plan, which is reviewed annually.

The aim of the IDP is to ensure that all municipalities within South Africa are coordinating development activities within their jurisdiction correctly. The purpose of the IDP is to improve the life of people who are living within the jurisdiction of the municipality by providing them with basic services like water, electricity, sanitation and proper roads. Furthermore focus in the IDP is on community involvement, funding and allocation of scarce resources. Community should be given a chance to indicate which services should be prioritised using the available resources.

This study investigated and evaluated the effectiveness of the IDP as service delivery tool within Mahikeng Local Municipality in the North West Province. Research methodology and data analysis are described.

From the questionnaires that were distributed and the interviews that were conducted, the study revealed that there are challenges that hinder the effectiveness of the IDP within the municipality. These challenges/findings are presented with recommendations. One of the challenges identified was the high backlog of service delivery that cannot be eradicated. This overshadows the local development within the Mahikeng Local Municipality and has led to numerous protests against poor service delivery. Monitoring and evaluating what development is required against what is being done, can lead to improved service delivery. This will also ensure that consultants and contractors are not exploiting the municipality.

List of Abbreviations/Acronyms

BLM	Bushbuckridge Local Municipality
CBE	Community Based Enterprise
CLLR	Councillor
CBO	Community Based Organisation
CDS	City Development Strategy
CDW	Community Development Worker
CSPR	Civil Society for Poverty Reduction
Dr.JSMLM	Dr. James Moroka Local Municipality
DM	Drakenstein Municipality
EMM	Ekurhuleni Metropolitan Municipality
IDP	Integrated Development Plan
IFMS	Integrated Financial Management System
ILM	Imbabazane Local Municipality
LED	Local Economic Development
LGSETA	Local Government Sector Education Training Authority
LLM	Lephalale Local Municipality
MFMA	Municipal Finance Management Act
MDG	Millennium Development Goal
MIG	Municipal Infrastructure Grant
MMC	Member of Mayoral Committee
MPAC	Municipal Public Accounts Committee
MSA	Municipal System Act
MTREF	Medium Term Revenue and Expenditure Framework

NGO	Non-Government Organisation
NPC	National Planning Commission
NPM	New Public Management
NMMDM	Ngaka Modiri Molema District Municipality
NDP	National Development Plan
NSS	National Spatial Strategy
OVOP	One Village One Product
PMS	Performance Management System
PMU	Project Management Unit
RDP	Regional Development Programme
RGP	Regional Growth Programmes
SAMWU	South African Municipal Workers Union
TSET	Training for Socio Economic Transformation

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CHAPTER 1

1. Introduction and background of the study

1.1. Introduction

South Africa has a huge backlog in terms of service delivery (Mahlaku, 2007: 12). The Integrated Development Plan (IDP) is a principal strategic tool introduced for planning and development in the programmes at local, provincial and national levels of government to eliminate the service delivery backlog (SALGA, 2011: 2).

In terms of Section 153 of the Constitution (1996), which supersedes all laws in South Africa, *"a Municipality must (a) structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the Community and promote social and economic development of Community"*. The Municipal System Act (MSA) (2000) lists the following as the basic needs: water, sanitation, electricity, roads, or any needs that are relevant to the local priority issues. In a nutshell the IDP is an instrument that municipalities are using to improve their service delivery (SALGA, 2011:4).

The provisions of the basic needs are necessary for economic growth and improved quality of life. These services are accessible to the community irrespective of whether people do or do not have employment. Good basic services, apart from being a constitutional right, are essential to enable people to support family life, find employment, develop their skills or establish their own small businesses (The White Paper, 1998: 26).

The IDP supersedes all the planning processes for development in South Africa (LGSETA, 2008: 10). It further includes the financial, implementation and action plan for 5 years. In addition, it is used by municipality's management as their guideline for making decisions during planning and development processes.

The purpose of the IDP is to improve the life of people who are living within the jurisdiction of the municipality by providing them with basic services (MLM IDP document, 2011/12-2016:6). This was also emphasised in the White paper published in 1998. A good, realistic IDP is the one that is guided by community participation throughout its design and review processes, resourced by a realistic budget and skilled workforce and can be implemented and monitored easily (<http://www.etu.org.za/toolbox/docs/localgov/webidp.html>)

1.2. The background of the study

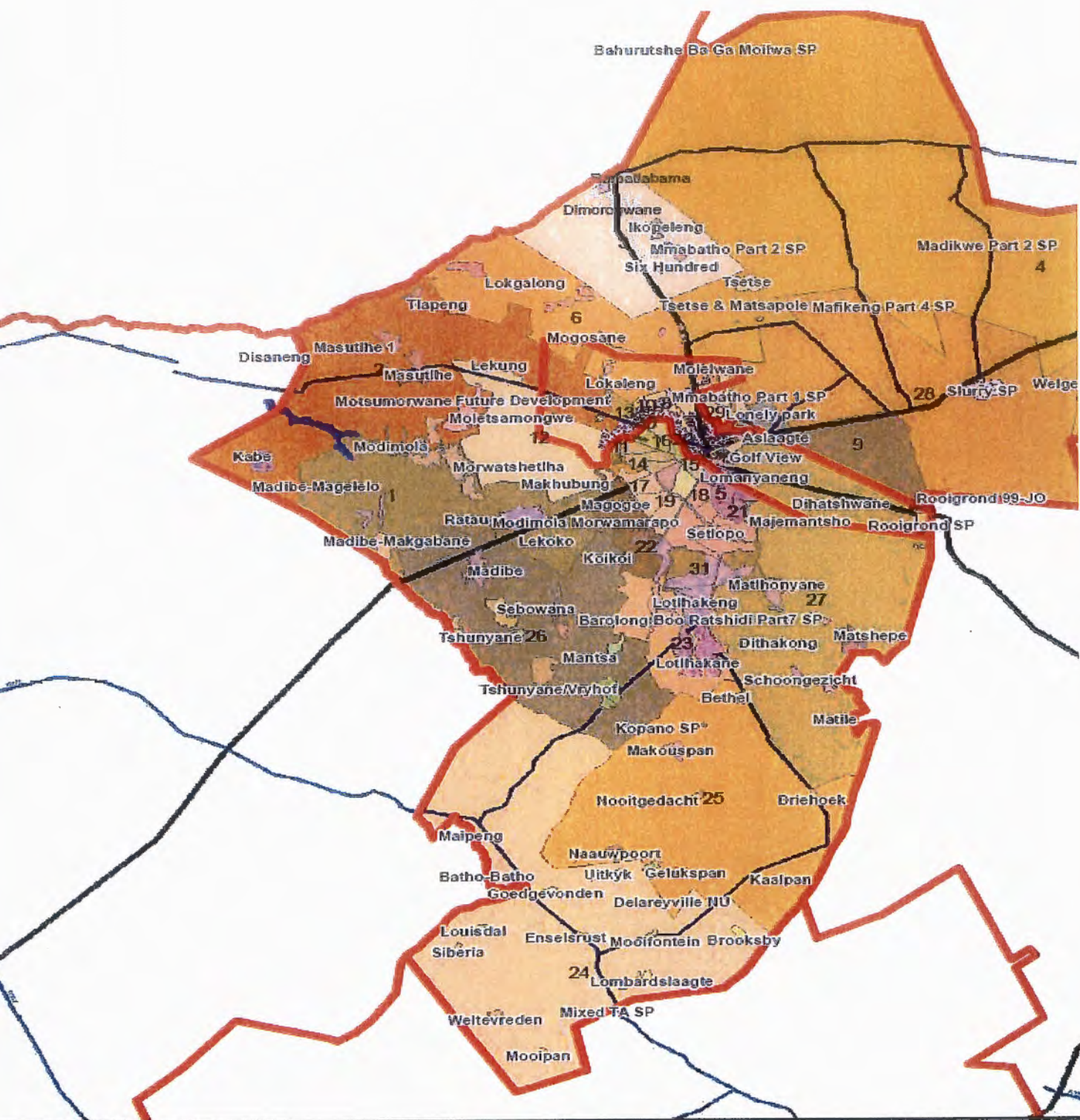
The Mahikeng Local Municipality (MLM) is located within the areas of jurisdiction of Ngaka Modiri Molema District Municipality (NMMDM). MLM is considerably bigger than the other four local municipalities of Ramotshere Moila, Tswaing, Ditsobotla and Ratlou located within the same area of jurisdiction. These local municipalities fall under district municipality, since they share powers and functions. They are divided into wards and are represented by the ward councillors. MLM falls under category B as a local municipality which was established in terms of Section 12 of the Municipal Structure Act (1998).

The map in Figure 1.1 shows that 75 % of the MLM is rural and these areas are mainly located in the southern and western parts of the municipality (www.localgovernment.co.za/locals/view/203/mahikeng-local-municipality) MLM is made up of 31 wards. The wards are indicated in bold black numbers in Figure 1.1.

MLM has a population of approximately 291 527 people with 84 239 households (StatsSA, 2011). Ward 13 has the highest population. The majority of people resident in Mahikeng in North West province are from the black community, then coloreds, while whites and Indians are few.

Most of people in urban areas have access to tap water, while in rural areas they do not have access to clean piped water so they rely on water tankers. 85% of household have access to grid electricity (StatsSA, 2011).

The MLM premises are situated in Mmabatho, North West province. Most employees of MLM are black people. They are assisted in their mission by the Community Development Workers (CDWs) who promotes the principle of Batho Pele and community participation at local level. The aim in MLM is to strive for socio-economic development in partnership with communities (Reviewed MLM IDP document, 2013/14:12).



MLM map

Figure 1.1: Source: <http://gis01/Mafikeng>

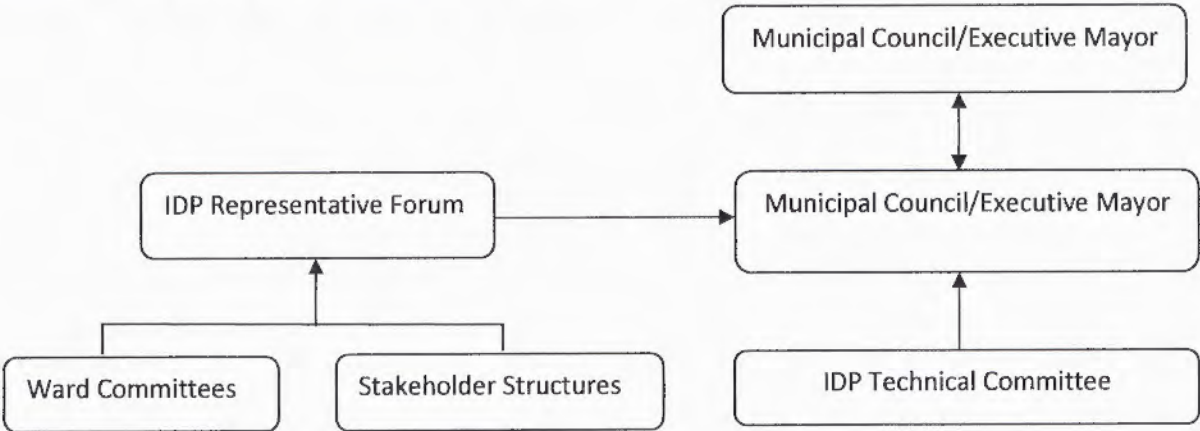
1.2.1 Community Development Workers

Raga *et al.* (2012: 236) state that CDWs are multi-skilled public servants who are deployed at community level to bridge the gap between the provisions of services by government so that communities can access basic services. They are employed by local government and deployed to various municipalities. The local government have deployed 19 CDWs to serve in the communities of MLM.

1.2.2. Mahikeng Local Municipality’s Integrated Development Plan structure

Figure 1.2.

Source: THE MLM IDP DOCUMENT 2011/12-16



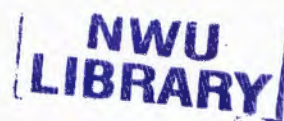
The Municipal Council/Executive Mayor monitors and approves the process of the IDP. Since there is integration between budget and the IDP, Section 21 of the Municipal Finance Management Act (2003) (1) (a) stipulates that; the mayor of a municipality must—“Co-ordinate the processes for preparing the annual budget and for reviewing the municipality’s integrated development plan and budget-related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible.”

The IDP Steering Committees decide on the process plan to be implemented.

The IDP Representative Forum is responsible to ensure vertical and horizontal alignment; they also represent stakeholder's interests and contribute knowledge.

The Ward committees assist them in organising public consultations and participation in engagements.

The stakeholder structures include all the participants of IDP including heads of different department because they provide information to the IDP manager. The IDP Technical Committees monitor the implementation and achievements the council using IDP and finally, the IDP Manager manages and coordinates the IDP process (MLM IDP document, 2011/12–2016: 20).



1.3. Problem statement

MLM established the IDP in 2004 and officially implemented the plan in 2005, but to date the municipality is still experiencing poor service delivery, undeveloped and deteriorating infrastructure, all of which has led to numerous protests by the community against poor service delivery within their jurisdiction. MLM provides an appropriate case study for this research. This study will investigate and evaluate the effectiveness of the IDP as a tool for service delivery within MLM.

In 2012 communities from the rural areas around Mahikeng (Lonely Park Majemantsho and Ramosadi) were protesting against poor service delivery, while communities from Tlhabologo village were protesting particularly about the bad condition of roads in that area.

For the past few years, service delivery protests have been rife in municipalities across South Africa. Communities are complaining about poor performance of municipalities on basic service delivery (Clark, 2011: 2), therefore lack of service delivery have been a burning issue that is still unresolved.

In the MLM IDP preliminary report concern was raised by a resident from an urban area about the unavailability of relevant measures to implement capital projects that can ensure sustainability and quality on projects (MLM IDP document, 2011/12-2016:8). The other challenge that the MLM indicated in the same IDP document was the late approval of their annual budget for the IDP as it delays the commencement of the projects.

The same report indicates challenges like high backlog on road maintenance and water supply. This was confirmed by a complaint from one resident in a rural area where water tanks provided to communities are without water for more than four months. Sanitation problems still persist in rural areas, where 20 out of the 31 wards are still desperate for proper sanitation facilities. Even in urban areas there is also a high backlog of sanitation problems where sewer blockages cannot be eradicated.

During the review of the IDP on 6 February 2007, the Agricultural Resource Auditor commented that the Department of Agriculture is concerned about the water flowing into the Lotlamoreng Dam being contaminated through the sewerage pipes for the Danville area in Mahikeng. He further explains that the contaminated water was hazardous to the community and the issue was not prioritised in the Mahikeng Local Municipality IDP document but the municipality ignored this issue up to date.

Poor service delivery in MLM is a long overdue issue. This was emphasised in the report from the Select Committee of Finance to the National Treasury, submitted on the 07 December 2011, which highlighted their findings:

- 29.9% of households in the municipality do not have water;
- 58.6% of rural households in the municipality do not have access to basic sanitation; and

- Water pipes and valves within urban areas are over 100-years-old and need to be replaced as they have exceeded their lifespan (www.pmg.org.za/files/docs/2012/comreports/120127scfinancereport.htm).

A business plan is used as a guideline that can lead to the success of the organisation or the municipality. In 2004 the same committee reported that there is no visible improvement in service delivery and the IDP is not linked to the business plan of the municipality (www.pmg.org.za/docs/2004/appendices/040819mafikeng1.htm). This questions the effectiveness of the implementation of the IDP. Not involving the communities in the IDP process has become an obstacle for the municipality in achieving its goal (MLM IDP document, 2011/12-2016:36). The problems/challenges indicated above and the numerous protests for poor service delivery show that the IDP for MLM is ineffective and inefficient.

1.4. Importance of problem statement

The importance of the study is to be able to identify factors that contribute to the ineffectiveness of the IDP within MLM including the cause of numerous illegal protests for poor service delivery. Some of the residents are continuing to lose their life, while protesting for poor service delivery. Therefore this is a burning issue that needs to be addressed urgently since it affects the majority of municipalities in the country. Mahikeng is a capital city of North West province; therefore improving life of the local community will not only lead to economic growth locally, but also have implications nationally.

1.5. Research questions

The research for this study is based on the following five questions:

- What are the critical factors that lead to poor basic service delivery?
- Is the IDP an efficient and effective service delivery tool?

- Are all the IDP stakeholders (i.e. Ward councillors, community, traditional leaders, Provincial & National sector department etc) participating in the IDP processes as required by the MSA?
- What plan has the municipality put it in place to reduce the service delivery backlog?
- How will the municipality continue to improve service delivery?

1.6. Aims and objectives

1.6.1. Aims

The aim of the research is to evaluate and analyse the flexibility and efficiency of the IDP process within the MLM. The focus will be on how the municipality plan, implement and make decisions during the IDP process for development within the municipal areas when rendering basic services. This also includes an indication of the level of involvement of stakeholders in the IDP, since the vision of the municipality is "Excellence in service delivery for Mahikeng" and their mission is "to strive for socio-economic development in Mahikeng in partnership with communities" (www.mafikeng.gov.za).

1.6.2. Objectives

- Identifying and determining factors that can be used to improve service delivery.
- Evaluating the level of involvement of the community and traditional leaders in the IDP processes.
- Analysing the IDP as a tool for basic service delivery
- Identifying a plan that the municipality can use to reduce the service delivery backlog.
- Discussing the initiatives and innovations that can be used to accelerate service delivery within the municipality.

1.7. Research scope

The study focuses on the effectiveness of the IDP as a service delivery tool within MLM. The study was limited to the people who reside within the jurisdiction of rural and urban areas in MLM; which includes all 31 wards.

1.8. Research design and methodology

According to Welman *et al.* (2005: 2) the *"research design is a framework plan of how the researcher intends to conduct the research process in order to solve the research questions"*. Mixed methods were used to take an advantage of using multiple ways to collect relevant data that can be used for this study.

The research methodology focuses on the research process, and the kind of tools and procedures to be utilised (Mouton, 2008: 56). To be able to answer the research questions and achieve the objectives the researcher had used secondary data from various IDP documents of different municipalities, reports, internet, dissertations, articles and journals. Primary data was collected through interviews and questionnaires.

1.8.1. Data collection method

In this research primary and secondary data were mostly used. The IDP within MLM was examined and appropriate suggestions were tabled that can be used to ensure that the IDP is effective as a service delivery tool.

1.9. Ethical approval

The researcher has enlightened the participants about the purpose and nature of the research. An informed consent was requested from the municipality for interviewing

their employees to ensure that the rights of the participants and the researcher are protected. Their confidentiality and privacy is a priority to be highly sustained.

1.10. Overview of chapters

Chapter 1

Chapter 1 includes introduction and background of this study, the description of the problem statement, importance of the problem, the research questions including sub-questions for the basis of the research, aims and objectives of the research, research scope and design which includes data collection, overview of the chapters and ethical approval; and finally the conclusion of the chapter.

Chapter 2

The literature review includes the definition of IDP, using steps for implementing IDP, its components and phases, the IDP as a tool for improved basic service delivery, local economic development and the hypothesis.

Chapter 3

Research design focuses on the interviews conducted for the survey and the questionnaire which was distributed to the respondents (i.e. Appendix 2). The questionnaire was divided into four sections, namely A, B, C and D.

Chapter 4

Data analysis: the results were interpreted and presented.

Chapter 5

Conclusions and recommendations.

1.11. Conclusion

Chapter 1 provides the introduction and background of the study, indicating the structure of the IDP of MLM and the demographics of the municipality. The research questions for the basis of the research are provided with the aims and objectives, research scope and research design methodology. This is discussed further in chapter 3. The following chapter (Chapter 2) presents the literature review.

CHAPTER 2

2. Literature Review

2.1. Introduction

The focus of the review of literature is on the IDP as a service delivery tool and different forms of secondary sources are used: journals, articles, books, newspapers, internet, reports, policies and the IDP documents of different municipalities; and for primary sources: interviews and questionnaires.

2.2. The development planning in South Africa prior to 1994

During the 1990's a number of planning processes were not integrated, therefore the planning processes were running parallel (Berrisford, 2011: 251), as rural areas were not integrated into urban planning and development systems prior to 1994 (Khuzwayo, 2011:5).

During that time most of African people especially the blacks, did not have ownership of the land. Hence, in 1993 a National Housing Forum was introduced by Inlogov and Urban Foundation as a forum that can assist the government with alternative urban policy and practices that can rectify the apartheid era planning. To address the shortcoming of town planning, the Development Facilitation Act (DFA) No.67 of 1995 was formulated post 1994.

2.3. The development planning in South Africa after 1994

In 1995, Development Facilitation Act No. 67 was implemented. The act was meant to speed up and facilitate land development in both rural and urban areas, in order to address the imbalances created previously by the town planning (Du Plessis, 2013:72). Integration of development plans was still a crisis, therefore to ensure that all the planning processes are integrated; so the government formulated the IDP as a

developmental tool in 1996 and introduced it in the year 2000 (Du Plessis, 2013:73). The IDP was developed by national government through a development agency, namely Deutsche Gesellschaft für Technische-Zusammenarbeit/German Technical Co-operation (GTZ) (Frodin, 2009:293).

The same author highlighted that in the IDP the local and regional governments should ensure that their development plans are integrated and aligned to the government activities, also involving the community within their jurisdiction as part of the development processes and planning, while the national government coordinates the policy design and controls the finances. The MSA 32 of 2000 is used as legislation for the IDP (Berrisford, 2011: 251). According to Gibbens (cited by Oranje *et al.*, 2000; 16; Harrison 2006: 178), this plan was introduced internationally during the 1990's in countries like Sierra Leone, Brazil, Switzerland, Indonesia and New Zealand.

The aim of the IDP is to ensure that all municipalities within South Africa are coordinating development activities within their jurisdiction correctly, while they improve life of their communities and involving them when they prioritise services that can cater for their basic needs using scarce resources (Cash & Swatuk, 2010: 59). The IDP pack guide II presents well-documented instructions and can be used as a guideline on how to implement and monitor the IDP processes correctly, because it also defines roles and responsibilities of all the participants.

2.3.1. Municipal System Act (MSA) 32 of 2000

MSA chapter 5 Section 23 mandated the municipalities to undertake development planning as prescribed in Section 26 under core components of the IDP. In this Section municipalities are encouraged to ensure that their long-term development plans are aligned to vision and activities of the municipalities.

It further states that the identification of communities which does not have access to basic municipal services is very crucial and this can only be done through monitoring and evaluation of service delivery.

According to Section 16 of MSA (2000) *"the municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory government, which encourages community to be involved in municipality's affairs including organising, applying and reviewing IDP"*. In terms of section 19 of the MSA, *"the municipal council must develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers"*. Hence the White Paper (1998) encourages local government to involve communities in their economic and social development process.

2.3.2. What is IDP?

An investigation was done by the researcher on different definitions of the IDP locally, nationally and internationally.

Locally the definition of an "Integrated Development Plan is a process by which municipalities prepares a five year strategic development plan, that is reviewed annually in consultation with communities and all relevant stakeholders. This development plan serves as the principal strategic instrument guiding all planning, investment, development and implementation decision, including coordinating programs and plans across sectors and spheres of government" (Tlokwe City Council IDP document, 2011-2016: 2). This was also emphasised by Harrison (2006), when he defined the IDP as the centrepiece of planning, which strategically guides municipalities through linkage of sectorial plans and process.

The Department of Local Government states that IDP is an approach for planning that requires the involvement of the municipality and its citizen in selecting relevant

solutions for attainment of long-term development), (www.localgovernment.co.za/locals/view/203/mafikeng), while Steve Tshwete Local Municipality (STLM) describes the IDP as an instrument that can be used to align finances and resources in order to achieve municipality's objectives and mission (STLM IDP document, 2010/11:4).

The Local Government Sector Education Training Authority described the IDP as a strategic and operational plan that the municipality is using to address the basic needs of the community within their area (LGSETA, 2008:10). However, the IDP is not only used as strategic and operational plan, but it also guides the activities of the private sectors NGO's and other stakeholders within the Municipality's jurisdiction (Modimolle Local Municipality IDP document, 2013/14:8). Hence it is shaped by several policies, as well as by guidelines developed at national level (Sowman & Brown, 2006: 699).

For the successful implementation of the IDP, there need to be a budget. This was highlighted by the Bushbuckridge Local Municipality (BLM) when they described the IDP as a principal planning instrument that direct and informs the municipal budget for short, medium and long-term strategies (BLM IDP document, 2012/16:15). Lephalale Local Municipality (LLM) also defined the IDP as a tool that enables them to align their financial and institutional resources to their planning. Therefore IDP and budget are correlated (LLM IDP document, 2012/13:7).

According to the Drankenstein Municipality (DM), IDP is a transformation instrument which provides change and strategic direction in the municipality (DM IDP document, 2012/16:113); while Mbombela Local Municipality defined it as a business plan which is linked to a database of the community's basic needs that includes proposed solutions from the community on how to address their basic needs (Mbombela Local Municipality IDP document, 2011/16:), hence in Tswelopele Local Municipality the IDP is regarded as a summary of the community's aspirations (Tswelopele Local Municipality IDP document, 2010/11:5).

The Mayor of Dr. James Moroka Local Municipality (Dr.JSMLM) described the IDP as an innovation that addresses imbalances of the past by improving the lives of the community through development and growth (Dr. JSMLM IDP document, 2012/13:4).

The IDP is used as a tool that eradicates poverty and imbalances that were experienced by South Africa during apartheid, and it also includes intergovernmental planning (Harrison 2006:186). The Department of Science and Technology (cited by Geyer, 2006), also defined the IDP *"as a process by which the planning efforts of different spheres and sectors of government and other institutions are coordinated at local government level"*. The IDP strategically integrate and align local, provincial and national development, projected-based planning at the local level [Fronidin (cited by Rogerson, 2006: 229)].

Imbabazane Local Municipality (ILM) is using IDP as a strategic plan to ensure proper allocation of resources in the current financial year, while expanding long term development plan and service delivery. The municipality also ensures that the priorities that they address in the IDP, like spatial planning, infrastructure and basic services, are correlated to the National Development Plan (NDP) (ILM IDP document, 2011/12:10).

South African Local Government Association (SALGA) also urges municipalities to have a linkage between the IDP and their long term objectives and strategies (SALGA, 2011:7).

Based on the above definitions the IDP is a legislative development plan for five years. It is reviewed annually, monitored and evaluated continuously. Communities are the key drivers of the IDP since the aim of this plan is to meet their basic needs. Planning is done based on the scarce resources including budget of the municipalities and aligned to their activities. The IDP ensures that there is a partnership between government, the public and private sectors, while working towards the economic development.

2.3.3. IDP as a service delivery tool

Service delivery is a means of supplying users with services that they needed or demanded (Dlulisa, 2013: 22; Majikijela, 2007: 22). Hence the IDP is used as a tool to ensure that the municipalities render services effectively and efficiently to the communities. The White Paper (1998) encourages municipalities to have a relevant mix of service delivery options, which are based on coverage, cost, quality and the socio-economic aspects including objectives of the municipality, to enable them to improve service delivery.

People who are paying for services, especially those who reside in urban areas, expect to receive services that meet their needs. Majikijela (cited in Martin 2000:63) states that service delivery should be designed around the needs of end-user, rather than for departmental bureaucracies or according to the influence of delivery institutions. He further states that it is the responsibility of the municipalities, local government and private sectors to ensure that they render services of high quality. The Constitution obligates the municipality to deliver sustainable and quality services to the residents within their jurisdiction.

In terms of Section 14 of the MSA (2000), the basic municipal services are those services that are necessary to ensure an acceptable and reasonable quality of life and if not provided they would endanger public health or safety or environment. The following are considered basic services: water, housing, electricity, sewerage, health care services, and proper roads, but more focus will be on water, proper roads and sewerage because lack of them shows underdevelopment and the IDP is a supreme law of development (Alebiosu, 2005: 133). Sections 26 and 27 of the Constitution (1996) state that those are services that can affect the life of the community in a negative way when they are not addressed, e.g. sanitation and uncollected refuse pose a threat to the health of the community.

According to Pretorius and Schurink (2007: 26), the following are categories of service delivery:

- Services provided at the district level, which the local authorities must access.
- Services provided jointly by district and local municipalities.
- Services that are provided voluntarily at the district and local municipalities.

Furthermore, the White Paper (1998) lists the following as a guideline for the principles of service delivery that can be used by municipalities to render services to the communities:

- ***Accessibility of services:*** It is the responsibility of municipalities to ensure that communities have access to basic services.
- ***Affordability of services:*** The services that are provided by municipalities should be affordable to the communities.
- ***Quality of products and services:*** The quality of services should be able to meet the needs of the communities/users.
- ***Accountability for services:*** Municipal Councils are accountable for ensuring the provision of quality services which are affordable and accessible in every delivery mechanism.
- ***Integrated development and services:*** Municipalities should use the integrated approach when they plan for rendering municipal services.

The principles of Batho-Pele (derived from a Sesotho word meaning putting people first) were developed to serve as an acceptable and legislative framework regarding service delivery in the public service; as it can be integrated with IDP to ensure each community participates fully in decision-making on their development (www.ipid.gov.za/about%20us/batho_pele.asp). The author further states that these principles are aligned to the Constitution of South Africa which promotes efficient and effective utilisation of resources and proper way of providing people's needs.

The IDP can be used as a principle tool that closes the gap of basic needs of the community that were not catered for previously (Cash & Swatuk, 2010: 54).

The constitutional imperative thus puts pressure on local governance to effectively and efficiently deliver social services. Service delivery is supposed to have a direct positive impact on quality of well-being of ordinary people. Development planning is done in line with Millennium Development Goals; where the target of the government is to ensure that all households have access to the minimum standard for each basic service by 2014 and that it is imperative (Chikulo, 2013:45).



2.3.4. The level of involvement of community in the IDP

According to Mogaladi (cited by Meyer & Theron, 2000), *"public participation is perceived as an instrument for greater effectiveness as well as a new source of investment in democratic states"*.

In terms of Section 72 of the Constitution (1996) *"it is a mandatory of the National Council of the province to involve public in legislatives and processes of the council"*. The IDP is the set of priorities of communities which guide the future development and allocation of scarce resources (Sowman & Brown, 2006: 699). The community should be involved in the IDP process and the council should ensure that they are involved during assessment and prioritization of their needs (A practical guide to municipalities: supplementary to the IDP guide pack). Therefore *"the public participation is a framework of policies, principles, and techniques which ensures that citizens and communities, individuals, groups and organizations have the opportunity to be involved in a meaningful way in making the decisions that will affect them, or in which they have an interest"* Njenga (cited by Smith, 2003:34).

The DM and TLM have different development systems that they can use to identify their community's needs. For example DM is using Ward Development Plan (WDP), where

they identify services that are available for the communities and plan on how to address them based on the inputs of the communities (DM IDP document, 2012/17:25).

TML is using the following functions to identify and address their community's needs:

- needs orientation – where they identify community's needs and problems;
- community ownership – where they gather community's initiatives and work together with municipal government during implementation of these ideas;
- appropriateness of solutions –using proposed solutions that were submitted by community to influence decision making;
- building trust – its where they ensures that there is a trust between all role players of IDP process; and
- empowerment – that make it certain that there is transparency about accountability on local government for their local committees (TLM IDP document, 2010/11:10).

The citizens and community groups should be involved in the affairs of the municipalities, as voters, citizens that are affected by municipal policy, consumers and end-users of municipal services and partners in resources mobilisation for the development of the municipal area (The White Paper, 1998). Njenga (cited by TSET, 2007: 94) states that public participation in the IDP is crucial because it give the citizens an opportunity to be part of municipal priorities concerning development.

According to Tsatsire (cited by Bekink, 2006: 497), IDP has been introduced to local government planning processes in order to encourage municipalities to develop plans to address their developmental role with regard to community needs.

Batho-pele principles highlighted that consultation is an important tool to shape and enrich the IDP. The IDP gives the community an opportunity to voice their needs by allowing them to be involved in the standard for the development of services, including

how to access available services and to be part of the development within their areas, while improving service delivery. It is very crucial in the IDP to identify the needs of the community and to ensure adequate service provision for economic development (Moletsane, 2012: 5; SALGA, 2011: 19).

2.3.5. The involvement of traditional leaders in the IDP

Section 81 of the Municipal Structure Act (1998) states that *"leaders of traditional authorities that monitor a system of customary law within jurisdictions of municipality, should partake in the proceedings of the council including be given permission to attend and participate in any meeting of the council"*. Section 212 of the Constitution (1996) encourages traditional leaders to form part of national legislation on issues that affects their local communities.

The Pixley Ka Seme Local Municipality has established a house of traditional leaders in order to improve partnership between communities and the municipality for acceleration of the service delivery (Pixley Ka Seme Local Municipality IDP document, 2011/12:37). It is therefore imperative that the traditional leaders should play a role of upholding the values and administrate the affairs of their communities, including shaping IDPs (Nqongwane, 2011).

Local authorities are the main role players in capacitating rural communities Mogaladi (cited by Stoker et al, 2004:10) and the MFMA also emphasises the active participation and input in budgeting process from the public, as well as the alignment of the budget to IDP.

Besides consulting communities about their needs, it is important for the municipality to inform communities about what is possible to deliver in the next three years. However, the annual plan must connect to the Service Delivery Budget Implementation Plan (SDBIP) defined further in the Appendix 1.

2.3.6. Integrated Development Planning

“Developmental planning is a participatory approach to integrate economic, sectorial, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and marginalized....”(Modimolle local Municipality IDP document, 2013/14:12)

Programme and projects that are done in the IDP should be monitored and evaluated; hence the Municipal Finance Implementation Act (2003) introduced SDBIP as a tool for measuring the actual against the target, hence it include the description of services, the customers and how the IDP is linked to the services (Pillar, 2005:1).

2.3.7. The causes of poor services delivery

The following are critical factors that lead to poor service delivery which have been identified during the interview:

- Lack of adequate funding to deal with the backlog.
- The backlog created by previous regime is so huge that it overshadows the development.
- Lack of skilled and qualified workforce.
- Demoralized workforce due to labour disputes.
- The vastness of the municipality and its rurality.
- Lack of political leadership as also noticed by Auditor General in the audit report for 2012/13.
- The municipality is not prioritizing projects that have been identified by the communities.
- Conflicts amongst community about which projects to be prioritized.

- The IDP is reviewed yearly; therefore this leads to simultaneous changes on projects that have been prioritized previously.
- IDP projects are not a cash bag which means that money is not immediately available, but it should be arranged first.
- Lack of monitoring of projects by the municipality.
- Poor quality of projects that had been done e.g. on the 29/08/2014 the political and administration leadership of MLM held a meeting with Top village community who were protesting and complaining about a gravel constructed road that is dusty due to the lime material used.

2.3.7.1. Factors that can be used to improve service delivery

- The municipality needs to explain to the community about prioritizing projects because the community expect all the projects that they have identified to be implemented.
- The municipality is using Performance Management System (PMS) to monitor and evaluate the performance of the employees and Director's to award them with performance bonuses for good performance.
- Projects should be cash bags.
- Policies and legislations should be used to ensure that there is accountability and performance within the municipalities, and actions should be taken against those that are underperforming.
- Proper monitoring of projects.

2.3.8. Steps for developing IDP

The following are listed in the White Paper (1998) on Local Government as the main steps when producing the IDP:

- An assessment of the current social, economic and environmental reality in the municipal area.
- A determination of community needs through close consultation.

- Developing a vision for development in the area.
- An audit of available resources, skills and capacities.
- A prioritisation of these needs in order long-term importance.
- The development of integrated frameworks and goals to meet these needs.
- The formulation of strategies to achieve the goals within specific time frames.
- The implementation of projects and programmes to achieve key goals.
- The use of monitoring tools to measure impact and performance.

These steps are the guidelines of implementing successful IDP in the local and district government or municipalities. These steps will assist the municipality to set up realistic targets when planning because planning is linked to the budget and the available resources. Most of the IDP projects and programme are outsourced and funded through Municipal Integrated Grant (MIG).

2.3.9. The importance of the IDP

Raga *et al.* (2012: 49), give the following reasons for the importance of the IDP:

- Effective use of resources

The IDP is meant to help the municipality to focus on the most important needs of local communities, while taking into account the resources available within the municipality.

- It helps to speed up service delivery

The IDP identifies the least serviced and most impoverished areas in the municipal area and points to where municipal funds should be spent.

- It helps to attract additional funds

Government departments and private investors are more willing to invest in municipalities when they have clear development plans.

- It helps to strengthen democracy

Decisions are made in a democratic and transparent manner when there is active participation of all the important stakeholders. This helps to strengthen local democracy.

- It helps to overcome the legacy of apartheid
Municipal resources are used to integrate rural and urban areas and to extend services to people living in poverty.
- It promotes co-ordination between local, provincial and national government
The different spheres of government are encouraged to work together in co-ordinated manner to tackle the development needs in local area.

According to Moletsane (cited in Toward a Ten Year Review, 2003), the South African government conducted a review on municipal services delivery which found that service delivery is improving at a low rate in South Africa.

2.3.10. Local Economic Development in South Africa

Rogerson & Rogerson (cited by ILO, 2006: 2) indicate that since the democratic transition, Local Economic Development (LED) has been a growing feature of development in planning in South Africa. They define LED as *"a participatory development process that encourages partnership arrangements between the main private and public stakeholders of a define territory, enabling the joint design and implementation of common development strategy, by making use of local resources and competitive advantage in a global context, with the final objectives of creating decent jobs and stimulating economic activity"*. The LED cannot be done by municipality alone, but needs collaboration between public, business and government.

2.3.11. Shortcomings of the IDP

The Ministerial Advisory Committee referred to the IDP as merely shopping lists rather than a strategic and long-term plan for development within municipality's jurisdiction (Motingoe, 2011:15). Environmental issues are not properly integrated in the IDP (Sowman & Brown, 2006: 703).

The Executive Committee Member of the Greater Cape Town Civic Alliance, Mr. K.B. Smith, asserts that environmental concerns are added after socio-economic issues and so relegating it to a position of lesser importance in the IDP. He further explained that the IDP is linked to the politicians' term of five years and long-term plans cannot be achieved through short-term decisions, therefore it is driven by political pursuit as opposed to the initial purpose of serving the community. The same authors explained that the process of the IDP is flawed and it fails in its intent of creating an equal society, since the inputs of the communities are not used during the IDP process and consulting them is just a formality and requirements of MSA (2000), (Aylett, 2010: 107) because they are misguided during public participation (Connelly, 2010: 340).

According to Motingoe (cited by Meiklejohn & Coetzee, 2003: 29) the IDP is a legislation which mandate municipalities to be developmental, its conceptualisation at policy level is limited and it is maturing slowly. The election of Ward Committees is also a burning issue because their elections are heavily influenced by the dominating political party in that Ward (Aylett, 2010:108). Ward Committees are not working together with the municipalities in order to ensure partnership between communities and municipalities; therefore this has weakened the IDP and made it ineffective.

2.3.12. South African National Development Plan

In 2012 South Africa introduced a comprehensive and long-term National Development Plan (NDP) which defines a desired destination and identifies the role that can be played by different sectors including the society (Ayee, 2013: 273).

The aim of a NDP is to ensure that all South Africans attain a decent standard of living through elimination of poverty and reduction of inequality (www.sanews.gov.za/south-africa/national-development-plan). One of the objectives of the NDP is to create a basis for making choices about how best limited resources can be used. Some of the core elements of the NDP for elimination of poverty are: water, sanitation, safe and clean

environment. Proposals that are found in the NDP for developments are incorporated into the existing activities of the departments and broken down into the medium and short-term plans of government at national, provincial and municipal level (www.sanews.gov.za/south-africa/national-development-plan). The NDP was developed by the National Planning Commission (NPC), which was appointed in May 2010 to develop this 20 year plan (Swartland Municipality IDP document, 2012–2014: 19).

2.3.13. Comparing the NDP and the IDP

The IDP is linked to the NDP hence it is used as a tool to accelerate service delivery for basic services, while improving quality of the community's life. Motingoe (cited by Waldt *et al.*, 2007: 100) also agrees that the effectiveness of the IDP can only be achieved if it enables municipalities to improve and accelerate basic service and developments.

The municipality ensures that the priorities that they address in the IDP are correlated to NDP like spatial planning, infrastructure and basic services (ILM IDP document, 2011/12:10). SALGA also emphasised that the municipalities should have a linkage between the IDP and their long term objectives and strategies (SALGA, 2011:7).

From the above definition of the IDP and NDP, these plans are tools to encourage government and municipalities to do planning based on their scarce resources. "Better life for all" is a slogan for the NDP and the IDP. In a nutshell the NDP is long-term strategies with duration of 20 years, while the IDP is a medium and short term-strategies with duration of five years. There are two types of strategies that are used by municipalities in the IDP which are the National Growth and Development Plan and the Provincial Growth and Development Plan (Tsatsire, 2008:221). The same author states that the Provincial Growth and Development Plan take into account the national imperatives and locates them within the provincial context and reality.

2.4. Case studies of development planning within Africa

Every country has its own National Development Plans that direct all the development plans and shows where the country is going. Those NDP's are linked to the MDGs and different strategies and programmes are used to achieve the objectives and aims of those NDPs. The researcher has compared the NDP of different countries because the NDP's outline the programmes and projects that the country intends to pursue in future (www.ipc-undp.org).

Namibia

In terms of Article 95 (e) of the Constitution (1990) it is the responsibility of the state to *"ensure that every citizen has a right to fair and reasonable access to public facilities and services in accordance with the law"*. To ensure that the government and the municipalities carry out that mandate; the National Development Plan 3 (NDP3) was introduced and its objectives are to improve and accelerate service delivery and economic growth (Fjeldstad *et al.* 2005:25).

Fjeldstad *et al.* (2005: 279) state that the NDP3 had clearly explained how developments should be done in Namibia. They have indicated important issues like implementation, monitoring, evaluation and reporting. Therefore, the targets are more realistically set, since the expenditure is linked to the policies and scarce resources (Vermeulen, 2009). NDP4 is a successor of NDP3 and it has duration of five years also (report compiled by Ruparelia and Gathege, 2012: 24). Its objective is to ensure that there is an economic growth, employment creation and reduction of income inequality (www.ipc-undp.org).

Namibia is using different strategies for development planning like other international countries. For example in order to ensure that communities have shelter/houses they are using National Housing programme called "Build together loans" for those who have low income (Fjeldstad *et al.*, 2005: 11). The same authors explain that for service

delivery they are using a “Fast Track Infrastructure Delivery Programme” and Local Government Act No.23 of 1992 Section 3(2). In both act and the programme the focus is on services like water, electricity, roads, oxidation ponds, new housing, sewerage and solid waste management, but Fast Track Infrastructure programme does not cater for informal settlements and rural areas.

Zambia

According to the Executive Director of Civil Society for Poverty Reduction (CSPR), Mwila Mulumbi, the development planning used by Zambia has successively progressed and the current strategy is called the Sixth National Development Plan. He further elaborated more by stating that this is a medium strategy of five years from 2011–2015 and its objective is to sustained economic growth and poverty reduction.

Zambia is also using the IDP to develop their country (Hampwaye, 2008: 195). The author further explained that it is described as a holistic approach which integrates physical, environmental social and economic planning. This plan was formulated by a consulting company in South Africa (Hampwaye, 2008: 196), therefore the IDP of Zambia is similar to the South African IDP which focuses on locality development.

2.5. International case studies

As indicated in subheading 2.3; that every country has a Development Plan, therefore it is imperative to explore how planning for development is done internationally. According to Mojapelo (cited in Reddy 1996: 167), urban and development planning is highly centralised, as influenced by the Anglo-Saxon town and country planning approach. The type of planning used was focused on the spatial and physical location of activities and facilities. The author further explains that planning was done by line department of an organisation and they were not correlated to other activities of the municipalities.

Asia

In Asia their overall development plan is called City Development Strategy (CDS). It was established in the 2003 and officially approved in 2004.

The plan aims to:

- improve good governance;
- promote local economic development; and
- strengthen the system of urban poverty reduction program in a sustainable way (Phnm Penh Municipality CDS, 2005–2015: 1).

For example in Thailand they have decided to use Strategy 5.1.6; which is to “enhance the economic development activities in suburban areas” and Strategy 5.1.3 “to develop human resources” (Phnm Penh Municipality CDS, 2005-2015). They also implemented the “One Village One Product” (OVOP) with the aim to develop services/products partnering with a community using local skills and available resources (Natsuda *et al.*, 2011: 3).

As indicated earlier that spatial and physical location of activities and facilities were used to determine the type of planning that can be utilised for developments. Natsuda *et al.* (2011: 4) state that in order to ensure that the Asians enhance their economy they adapted Community Based Enterprise (CBE), where they employ social resources, structures and networks to improve life of their local communities.

Japan

The Japanese planning systems constitute different set of elements like legislative controls, plan making, land use planning, zoning and control over population. Their planning is done at national, regional and local levels, but their NDP is based on the Comprehensive National Land Development Act of 1950 (www.gdrc.org).

The City Planning Act of 1968 is used to implement and direct planning in urban areas (www.gdrc.org). In order to ensure that they improve life of the Japanese, they have introduced Integrated Regional Development plan which aims at promoting better life standards and prevention of disparities amongst regions and proper utilisation of resources; the plan caters for both rural and urban areas (Takai, 2012:1). In 1990 the Japanese introduced a development plan called "Machizukuri" which means community planning. It is where the citizens are the initiators and action-takers of the local regime when it comes to developments within their areas (Kusakabe 2013: 8).The author further explains that the identification and prioritisation of projects in Japan is done through local resident consultation and participation.

Europe

The planning systems in Europe have been traditionally organised via formal and hierarchical top-down structures whereby national policies are used to guide lower territorial developments (Galland, 2010: 1360). The author states that it is the responsibility of the national level to ensure that the spatial planning is complemented by the policy instruments in all government tiers using Municipal Urban and Rural Zones Act 1970, Town Planning Act, National and Regional Planning Act 1973 and Planning Act 1977. Local planning in England is done through the Localism Act 2011 (Hamiduddin & Gallent, 2012: 514).

Sweden

There are three tiers of division in Sweden administration (i.e. national state, the regions and the municipalities (Persson, 2013: 303).The same author explains that it is the responsibility at national level to ensure that the country has proper spatial planning by regulating the framework through legislation and policy making.

The author further states that there are three types of spatial planning in Sweden: the regional plan which is used by the municipality, and then local and national plans. The municipalities have the statutory plans called comprehensive plans and the detailed

development plans (Persson, 2013: 303). In 1987 the comprehensive plan was introduced and its life span is 10–20 years and it only focuses on the areas that are within the jurisdiction of the municipalities.

Sweden has also introduced a planning system, which is also used by the Japanese, called community planning to ensure that the public are part of the development planning (Magnusson, 2011: 320). The same author further explains that in this plan the Swedish formulate strategies that they can use to improve life of the communities; but in the international comparison, the Swedish planning system is a decentralised system and it gives more power to municipalities than to the regional level.

A planning tool for development in regional level is called Regional Development Plan (Magnusson, 2011: 320), while municipal plans are developed in a local context involving different kinds of role players and stakeholders (Tornberg, 2012: 14). In 1987 the New Planning and Building Act was introduced in Sweden to ensure consistency in municipal planning (Magnusson, 2011: 328). The Swedish are using policies like Regional Development Programme (RDP), Regional Growth Programmes (RGP) and Rural Development Policy for development in rural areas and most of the Swedish municipalities developed and accepted plans within 3–4 years (Magnusson, 2011: 328).

Ireland

Ireland's planning system was introduced in 1964, under Local Government Planning and Development Act of 1963 (Gkartzios & Scott, 2009: 1754). The same authors highlighted that the NDP of Ireland has included balanced regional development as fundamental national objectives, together with maintenance objectives of national growth and employment.

The authors further explained that the spatial strategies that were used in Ireland was called National Spatial Strategy (NSS), which was a 20 years planning framework and it was introduced in 2002 by the Department of Environment and Local Government; the

Ireland planning policy is well documented in the Planning and Development Act No. 30 of 2000.

The NSS provided the spatial development planning framework for national, regional and local levels, but only regional and local authorities were responsible for implementation and monitoring of NSS. The legislation for this spatial strategy is called the Planning and Development Act 2000 and its aim was to achieve a better balance of social, economic, physical development and population growth on an inter-regional basis (Gkartzios & Scott, 2009: 1755). The Planning and Development Act No. 30 of 2000 section 2 of Pr.Is.2 promote the involvement of public participation in the developments and Part XVIII, Pr XVIII.S 259 paragraph 261 (1) "control of quarries" is used Ireland to ensure that their quarries are not harmful to the community.

2.6. Comparison between South African and Namibian's development plans

It is very crucial that the IDP should include an LED strategy (SALGA LED position paper, 2010: 3); hence the LED was identified as a priority issue in the IDP process within South Africa. Therefore comparing the LED of South Africa and Namibia is imperative in this research because the NDP4 of Namibia intends to improve the economy of its country economic growth and its goals is to improve economy, through job creation and reduction of inequality.



2.6.1. Comparing the South African LED with the Namibian LED

According to Heideman (2011: 94), in contrast to South Africa, Namibia has a different experience of municipal government and local economic development. Namibia does share some common socio-economic characteristics with South Africa due to previous links with the country. Since independence in 1990 the policy and regulatory environment for LED in Namibia has not been the subject of intense focus in the way it has been in South Africa.

The same author further states that the following are the Namibian's key strategies that South African municipalities can use to strengthen their LED:

- Developing the infrastructure of the municipality to make it easier for businesses to operate (i.e. houses, transport, roads, water and electricity), in that way the economy also improves.
- Promoting tourism, which currently is one of the biggest growth industries in South Africa.
- The municipalities tender and procurement policies must favour small contractors and emerging businesses. Where these companies cannot provide the required services, steps must be taken to get larger companies to enter into joint venture with small partners.
- Marketing the municipality, its infrastructure and people to local and international businesses. This can be combined with service centres that provide assistance and information to businesses that want to start operations in the municipality.

For financial planning and monitoring South Africa is using Municipal Financial Management Act No.56 of 2003 and Medium Term Revenue and Expenditure Framework (MTREF), while Namibia is using an act called Integrated Financial Management System (IFMS) and Medium Term Expenditure (Uukelo, 2007: 49).

2.7. Comparing South African development planning with the international development plans

The type of planning that they are using internationally focuses on the spatial and physical location of activities and facilities. Globally it is very important to involve public when planning for developments.

The South African municipalities can use the Asians slogan which says that "resources are limited, but wisdom is unlimited" (Natsuda *et al.*, 2011: 7), by utilizing local skills and knowledge when implementing the prioritized IDP projects. This can be achieved through the OVOP strategy used in Asia and it will also encourage partnership between municipalities, communities and private sectors (Nare *et al.*, 2011: 1065).

The South Africans and the Japanese are using the Regional Development Plan for developments within regions, but the Japanese Regional Development Plan does not promote community involvement. They have introduced the "Machizukuri plan" in order to beef up the Regional Development Plan; where community are the initiators and action-takers of their local regime when it comes to the developments. One of the requirements of the South African IDP is to involve public in the development, but the referral to the IDP as a mere shopping lists, implies that most of the time this is not accomplished.

The development planning of South Africa and Sweden are similar. The national level ensures that the country has a proper spatial planning by regulating the framework through legislation and policy making. The Swedish are using Regional Development Programme to ensure that the development occurs within the municipal jurisdiction through Planning and Building Act of 1987, whereas the South African are using the IDP and Provincial Growth and Development Plan; since the IDP supersedes all the developments. Therefore the planning systems of both countries mandated the municipalities to ensure that there is a development within their areas.

South Africa can use the European Urban and Rural Zones Act which ensures that the available resources are distributed and utilised in a correct way. This can be used to beef up the IDP as it is one of the requirements of the IDP which the municipality does not manage. A lesson that the South Africa can learn and use from the Irish development system is paragraph 261 (1) Part XVIII, Pr VIII.259 of the Planning and Development Act 2000, which ensures that quarries are on good conditions at all times.

According to Frodin (2009: 293) the IDP is similar to the British joined-up model, whereby planning is done at local level and the overall power for policy designs and finance control are done at national level. Monitoring and evaluating services is a global issue. This was emphasized by Vermeulen (2009), stating that the current challenges that had a negative impact on global public organizations on service delivery led to the introduction of New Public Management (NPM). The NPM is used to monitor and assess service delivery globally (Modani *et al*, 2012: 6).

The legal requirement NPM is to make planning requirements publicly known (Falleth & Hansen, 2011: 5). However in the United Kingdom they are using ISO 9000 to monitor and assess the quality of service delivery, while in South Africa they use Service Delivery and Budget Integrated Plan.

2.8. Hypothesis of the study

A hypothesis is a tentative explanation that accounts for a set of fact and can be tested by further investigation (Mohareb, 2012:1). It is very important to know the hypothesis of the research study. The hypothesis of this study is that improper utilization of scarce resources, monitoring and evaluation of the IDP projects and programmes; and non-involvement of all IDP stakeholders (like community) in the IDP process; has caused the IDP of MLM to be ineffective and inefficient. This was demonstrated by numerous protests within the municipality for poor service delivery.

2.9. Conclusion

The IDP has been identified as a tool to accelerate service delivery in South Africa, but it is ineffective. The other major challenge which is crucial and facing the country recently is providing services that meet the needs of the public, while ensuring adequate service provision for economic development (Moletsane, 2012: 5).

In most countries IDPs are similar, but the approach and process followed to address the basic needs of the communities are slightly different. All of the countries' NDP and IDPs are linked to the MDGs and their main purpose is to improve life of the public.

Monitoring and evaluation of IDP projects and programme is imperative. The participation of communities in development plans will reduce the occurrence of illegal strikes in South Africa as stated in Chapter 1. Critical factors that cause poor service delivery and how they can be improved are identified and will be further discussed in Chapter 4.

CHAPTER 3

3. Research Methodology

3.1. Introduction

Chapter 3 presents the research design that has been used in this study. As well as the population of the study, criteria of the study participants, sample procedure, data collection and instrument, description and administration of the instrument, data quality and analysis and finally the ethical approval.

3.2. Research design

According to Welman *et al.* (2005: 2), the *"research design is a framework plan of how the researcher intends to conduct the research process in order to solve the research questions"*. A mixed method (i.e. qualitative and quantitative research) was used in this study. This method gives the researcher an advantage of providing relevant answers about the IDP as a service delivery tool both from the participants' ideas and the relationship between measurable variable (Williams, 2007: 70). Interviews of the managers represent qualitative research and the 111 questionnaires represent quantitative research.

3.2.1. Qualitative research

The qualitative research focuses on meanings, experience and understanding and these designs give the researcher the opportunity to interact with individuals or groups who have experiences in what the researcher wants to understand (Kothari, 2004: 5). Mathe (cited by Mokhobane, 2006: 79) expands on these concepts:

- Qualitative research is designed to discover what can be learned about the phenomenon of interest.
- Qualitative research has various interpretations and reveals logistics and relevance, which has an influence on the reader.

- Impressive conceptions, related to the virgin of the truth on the world are revealed.
- The focus is based on the respondent's response and experience.
- Simple events in their original situations display real life in the research process.
- It helps in the jurisdiction of the correct skills and the future success of the individual.
- It emphasises identification, induction and formulation theory.
- It involves the respondent's observation in detailed interview and conservation analysis.

Face-to-face interviews have long been the dominant interview technique in the field of qualitative research (Opdenakker, 2006: 1); therefore the researcher conducted face-to-face interviews to ensure that the data that was collected answered the main research questions.

Five main questions were used as the basis for the survey. At the interview the respondents were asked the following questions.

- What are the critical factors that lead to poor basic service delivery?
- Is the IDP an efficient and effective service delivery tool?
- Are all the IDP stakeholders (i.e. Ward councillors, community, traditional leaders, Provincial & National sector department etc) participating in the IDP processes as required by the MSA?
- What plan has the municipality put in place to reduce the service delivery backlog?
- How will the municipality continue to improve service delivery?

Semi-structured interviews were conducted. This means that there are no restrictions on the respondents in the way they answer the questions, while the interviewees are allowed to give extra information based on the discussion (Greener, 2008:89).

The focus of this research is on the effectiveness of the IDP as service delivery tool within MLM. Three officials who are on management level and are directly involved in the IDP were interviewed. To ensure that the interviewees were comfortable during the interview; they were interviewed at their offices as per appointment. The observations and recommendations are recorded accordingly.

3.2.2. Quantitative research method

Quantitative research method is" *explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)*"(Muijs, 2011: 1). Projects and programmes that were implemented in the IDP play a very crucial role because they are used to cater for the basic needs of the communities. Therefore the IDP was scrutinised in order to identify factors that had led to its ineffectiveness; hence collection of numerical data is also very crucial in this study because they can be easily analysed statistically.

A questionnaire was used to collect data. The responses that were collected from the participants were analysed statistically to get a clear understanding about the effectiveness of the IDP as service delivery tool within MLM.

The difference between qualitative and quantitative is that the quantitative research method requires the researcher to be distant and independent from that which is being researched; while qualitative research promotes full participation of the researcher (Alebiosu, 2005: 16). Using both methods gives a researcher an advantage of getting information that is reliable and valid, based on the researcher's skill and rigor including the instrument device. Since two methods were used to collect data there is triangulation of data in research, a term which refers to the use of multiple techniques for gathering data within a single study (Adami & Kiger, 2005: 4).

3.3. Population of the study

The employees of MLM that reside within the jurisdiction of the MLM were the target population for the study. Both males and females from rural and urban areas were included.

Welman *et al.* (2005: 52) contends that population is a group of individuals that have same characteristics and the sample is drawn from it that include totality of persons, events, organisation units or other sampling units with which the research problem is concerned. A non-probability sample was used to select the participants. Random selection of sample from all 31 wards was done.

3.3.1. Criteria of study participants

Eligibility criteria comprised of the following:

- (i) The employees of MLM including Ward councillors/Committee members.
- (ii) Teenagers and young adults.
- (iii) Adults and elderly people.
- (iv) CDWs.

3.4. Sample procedure

Employees of MLM were chosen for the study because they are residents from the different wards of the municipality. The other reason was that they were easily accessible and there was no financial implication.

In order to ensure that the sample is accurate and unbiased Raosoft calculator was used to calculate the sample size. The calculator offers three confidence levels: 90%, 95% and 99%. The user can enter data into the margin error or confidence intervals and population size. Once the data is entered the calculator returned the minimum number of people needed to sample and provides a selection of alternate scenarios for

data. Raosoft calculator allows non-experts to be able to collect and interpret their own data easily, determining factors that affect the productivity of the institution or organisation.

According to the raosoft calculator a population size of 155 requires a sample size of 111. The error of margin level that was acceptable were 5%, confidence level that was required is 95%, distribution response is mostly recommended to be 50%, therefore raosoft calculator can be used by any researcher because it is easy (www.raosoft.com/samplesize.html).

3.5. Data collection

Primary and secondary data was collected for the study. Interviews were conducted and questionnaires distributed to collect primary data. Secondary data used in this research included various IDP documents, articles, journals, books, reports, dissertations, thesis and legislations/policies explored locally, nationally and internationally.

3.5.1. Data collection instrument

Questionnaire(s) and semi-structured interviews were used to collect primary data about the quality of service delivery within the MLM to establish the employees' point of view. Since the purpose of semi-structured interviews is to acquire information specifically from the respondents' point of views (Blumberg, *et al.*, 2008: 386) three municipal managers were asked open-ended questions using the same questions. Open-ended questions were used because it gives the researcher an advantage of collecting more information about the IDP, since the interviewees are elaborating their answers.

3.5.2. Description of instrument

According to Tsatsire (cited by Willemse, 1990: 9) the following are requirements to be taken into account when compiling a questionnaire:

- confidentiality should be assured;
- where possible, a choice of answers should be given on the form;
- the questionnaire should be well laid out, with adequate space for answers, where necessary;
- questions should not give cause for emotive language;
- questions should not require any calculations; and
- Questions should be short, simple and to the point.

In order to achieve the results needed to solve the assumption/hypothesis indicated in Chapter 1, a questionnaire was designed. An approved questionnaire by the statistician was used as an instrument for data collection. The statistician had ensured that the questionnaire was designed in such a way that the questions were understood by the participants. Most of the questions were ratings; using five point Likert scales to make things easier for the respondents. The layout of the questionnaire used in research (refer to Appendix 2) comprises five sections, namely:

Section A: Question 1–8 are based on biographic data and questions 7 & 8 are about the description of the municipality.

Section B: Question 1–5 is about the level of involvement of the IDP participants in the IDP processes.

Section C: Question 1–4 is about the critical factors that lead to poor service delivery.

Section D: the effectiveness of the IDP as a service delivery tool and the respondent answering five questions using the five-point Likert scale below:

1. = Strongly agree
2. = Agree
3. = Neutral
4. = Strongly disagree
5. = Disagree

Section E: to identify factors that can be used to improve service delivery within MLM, the respondents were using the above-mentioned scale to answer 8 questions.

3.5.3. Administration of the instrument

The researcher hand-delivered 111 questionnaires and collected them within three working days to give the respondents enough time to go through it.

3.6. Data quality

The statistician was requested to assist the researcher with alteration of the questionnaire, in order to ensure that it is linked to aims and objectives of the research topic. Three municipal officials on management level were interviewed using the same questions to ensure reliability. Information that was collected was valid since questions in the questionnaire were connected to the research objectives. Reliable questionnaires were used in this study and the information that was gathered through it was valid since it was from the participants, this was highlighted by Mathe (2010: 81), when he indicated that in statistics a valid measure is one which is measuring that which supposed to measure.

3.7. Data analysis

Microsoft Excel was used to capture the responses from the questionnaires and the statistician was requested to assist the researcher with formulation of frequency tables, graphs, descriptive statistics and illustrating correlations using SPSS, while the researcher interpreted them. Descriptive statistics are used to describe the basic features of the data only for questions in Section D and E), while correlation is used to test the degree of association between variables (abyss.uoregon.edu/~js/glossary/correlation.html).

3.8. Ethical approval

Permission to gather data within MLM was obtained from the Municipal Manager, functioning as the Accounting Officer of the municipality. Thereafter a hand-delivered self administrated questionnaire was distributed to the employees of MLM.

The researcher enlightened the participants about the purpose and nature of the research. An informed consent was requested when interviewing different employees to avoid any harm to the participants and the researcher. The researcher had guaranteed the participants that their information will not be used for any other purpose except for academic purpose only. Confidentiality and privacy was highly sustained.

3.9. Conclusion

In this Chapter the researcher has explained how data was gathered and analyzed. Population of the study, sample procedures and size, and finally administration of instrument were also elucidated. Ethical approval during data collection is also described. The following chapter (Chapter 4) discussed the data analysis and interpretation of the results.

CHAPTER 4

4. Data Analysis and Interpretation

4.1. Introduction

Chapter 4 presents the results gathered through interviews and distribution of questionnaires, when investigating the effectiveness of the IDP as service delivery tool within MLM. The five main research questions for the survey were formulated based on the objectives of the study. Data in this chapter is presented in tables, graphs and descriptive statistics focusing on questions in Section E of the questionnaire and illustration of correlations because it has included factors that can be used to improve service delivery within MLM.

4.2. Qualitative analysis

In the qualitative method of collecting data, appointments were scheduled and interviews conducted. Three of the municipal officials that were interviewed: the acting head of LED and secretary of SAMWU, chairperson of MPAC, the MMC of Corporate Support Services. These three officials were chosen because they are directly involved in the IDP projects and programmes within the municipality.

When presenting information that was gathered through the interviews, for all the interviewees was anonymity affirmed; to prevent any harm to the researcher or the interviewees. All the interviewees agreed that the IDP is real within the municipality, but there are some challenges that make it not to be effective and efficient. This was emphasized by two interviewees when they said "Yes the IDP is real because the municipality had managed to cater for the basic needs of the community, even though they have uncountable number of challenges". But one interviewee states that the IDP in MLM is not satisfactory in real terms as most of the projects remain unimplemented for years. In the same interview, the interviewee explained that "Business sectors are also not given enough space to participate in the IDP process."

The importance of involving all the participants of IDP in the process was emphasized by the MSA described in Chapter 1, Two of the interviewees agreed that all participants of IDP are involved in making decisions in the IDP process, but one interviewee disagreed by pointing out that not all stakeholders participate in the IDP process, e.g. designated groups; since there are no records of meetings with disabled people, Non-Government Organisations (NGOs) and Community Based Organisations (CBOs).

One of the participants indicated that the municipality is not doing well on the aspect of public participation as meetings arranged in short notice; therefore community members who are working are unable to attend the meetings, since they will be at work and this rendered the process of the IDP inefficient and tantamount to malicious compliance.

4.3. Questionnaires analysis using quantitative method

Out of 111 distributed questionnaires only 40 questionnaires were collected and analyzed as follows:

Age category
TABLE 4.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18–35	13	32.5	32.5	32.5
36–45	17	42.5	42.5	75.0
46–55	6	15.0	15.0	90.0
56–60	4	10.0	10.0	100.0
Total	40	100.0	100.0	

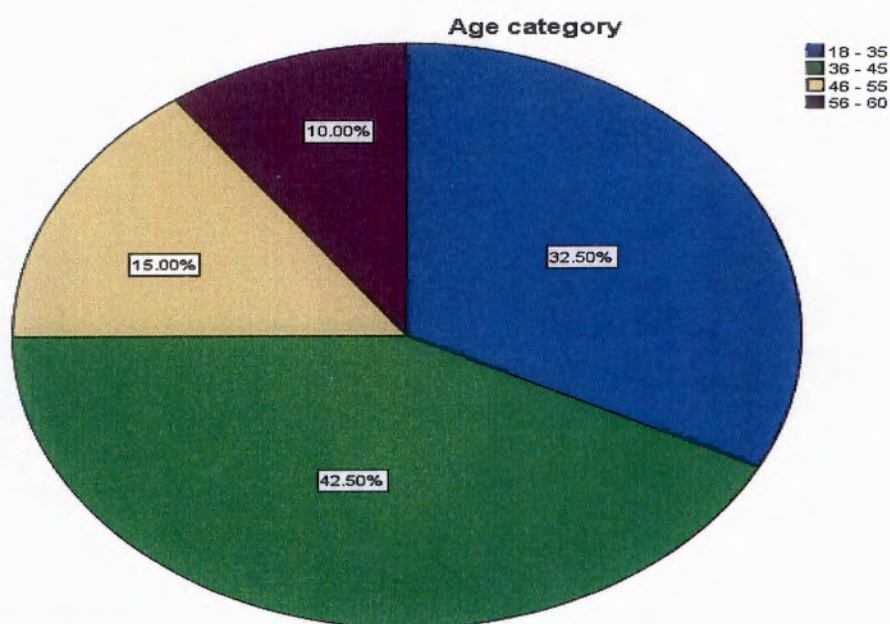


FIGURE 4.1

17 respondents were between the ages of 36–45 (42.5%) as indicated in Table 4.1 and Figure 4.1. This illustrates that the majority of respondents who returned their questionnaires were young adults and adults. 13 respondents were youth between the ages of 18–35 (32.50%). The lowest number of respondents who returned their questionnaires was elderly people between the ages of 56–60 with a 10% response rate and those between the ages of 46–55 giving a 15 % response rate.

How would you describe the area in which you are residing?

TABLE 4.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Urban	25	62.5	62.5	62.5
Rural	15	37.5	37.5	100.0
Total	40	100.0	100.0	

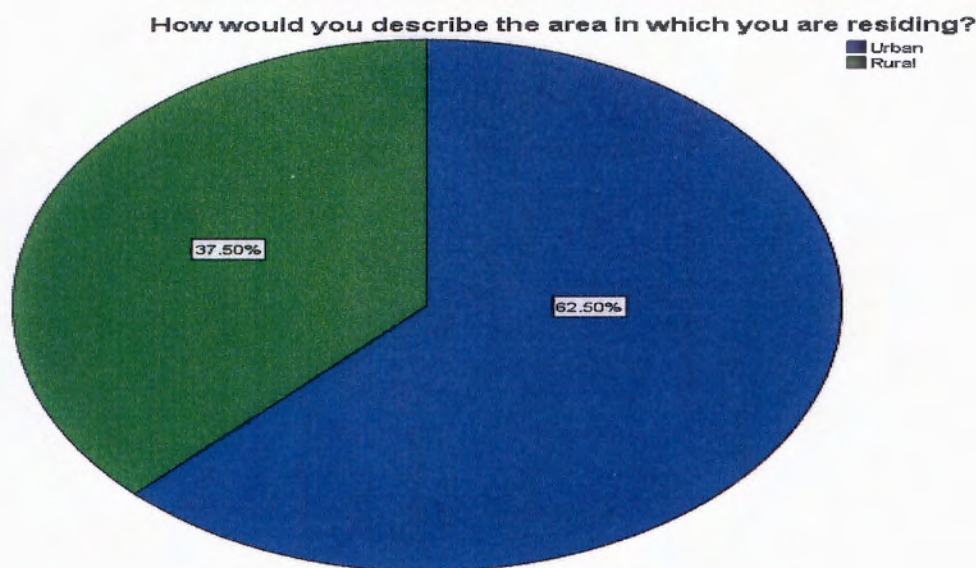


FIGURE 4.2

The majority of the employees of the MLM reside in urban areas, as indicated in Table 4.2 and Figure 4.2, which shows that 25 participants (62.5%) from urban areas, while 15 participants (37.50%) live in rural areas. This assists the interpretation of research results when scrutinizing service delivery because the majority of participants living in urban areas are those who are paying for municipal services and are expecting excellent service delivery according to their vision of their as stated in Chapter 1.

When was the last time you attend the IDP meetings?

TABLE 4.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	15	37.5	37.5	37.5
	1 year	8	20.0	20.0	57.5
	2–3 years	8	20.0	20.0	77.5
	4 + years	9	22.5	22.5	100.0
	Total	40	100.0	100.0	

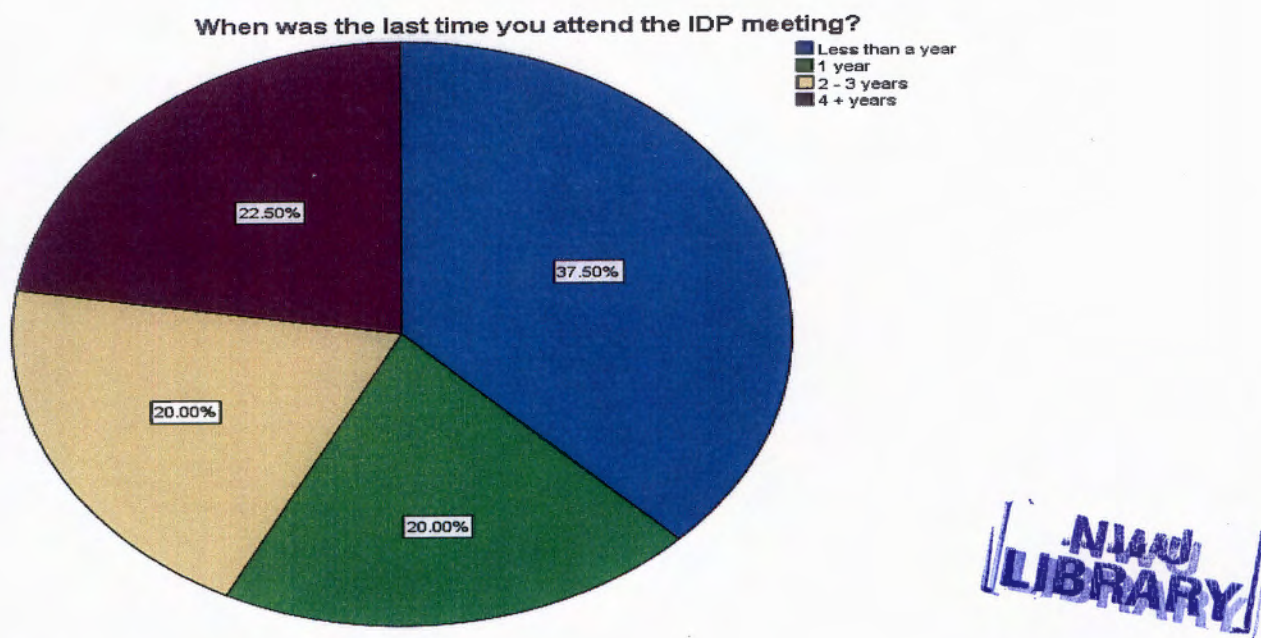


Figure 4.3
 The majority of the respondents are attending IDP meetings; results show that 15 respondents (37.55%) had attended IDP meetings less than a year, while 8 respondents (20%) have attended the IDP meeting between 1–3 years and 9 respondents (22.5%) had attended the meeting 4+ ago. Therefore most the participants have knowledge about the IDP.

Are Ward councillors and committees working together with the CDW and the municipality to deliver services to the community?

TABLE 4.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	23	57.5	57.5	57.5
Yes	17	42.5	42.5	100.0
Total	40	100.0	100.0	

Are Ward councilors and committees working together with the CDW and the municipality to deliver services to the community?

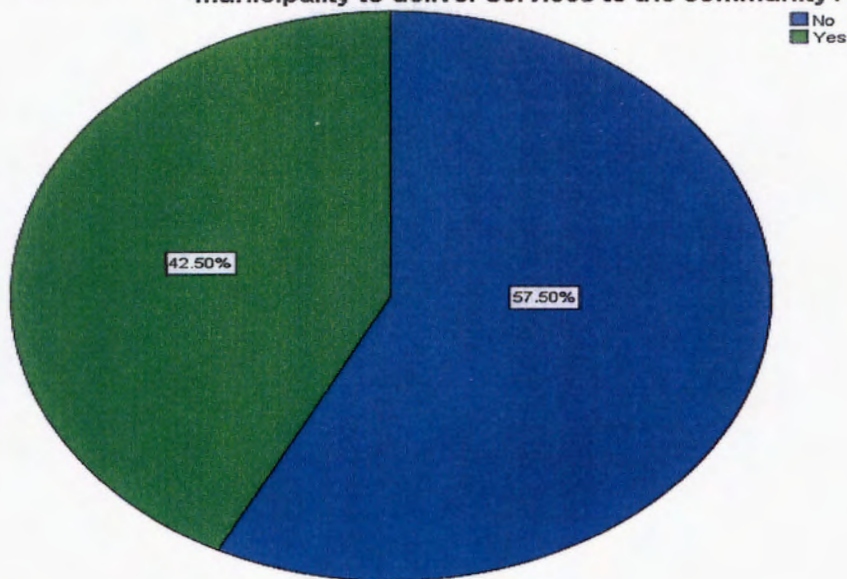


FIGURE 4.4

23 with 57,5% responses agree that there is no partnership between ward councillors and committees, CDWs and the municipality. 17 (42.5%) respondents disagree that the above-mentioned people are working together. Therefore poor service delivery is caused by lack of non-cooperation and communication between councillors, ward committees and the municipality. In Chapter 1 it was mentioned that the municipality have 31 wards with 19 CDWs, as a result there are no CDWs in some of the wards.

Are Traditional leaders in rural areas part of the IDP participants? Why?

TABLE 4.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	16	40.0	41.0	41.0
	Yes	23	57.5	59.0	100.0
	Total	39	97.5	100.0	
Missing	System	1	2.5		
Total		40	100.0		

Do Traditional leaders in rural areas are part of the IDP participants? Why?

■ No
■ Yes

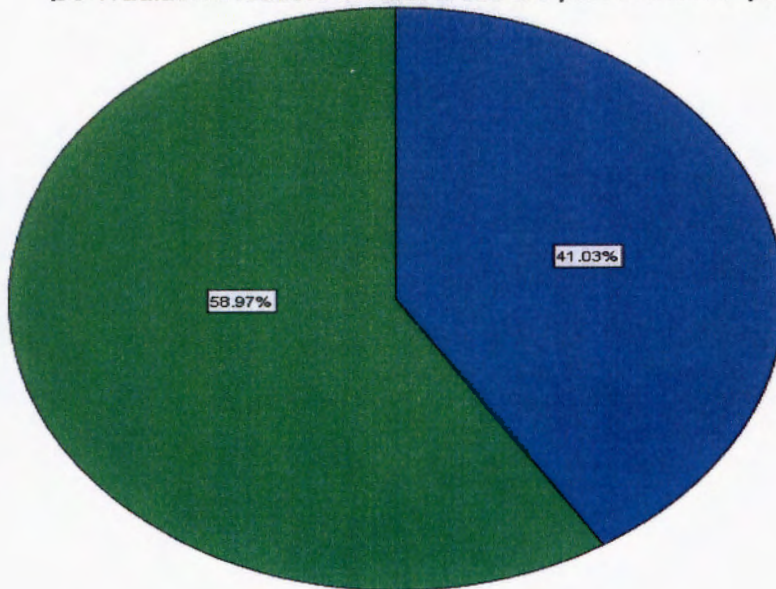


FIGURE 4.5

The participants seem to differ in opinion regarding the involvement of the traditional leaders (dikgosi) in the IDP: 41% appears to disagree that dikgosi are participating in the IDP, while 58.97% agree that traditional leaders are participants of the IDP. The picture indicates that even though traditional leaders are participating in the IDP, most of the time they are sidelined on critical decisions that are made about developments within their areas. This was also revealed by respondents when they explain that dikgosi are clueless about projects that are implemented in their areas.

Community’s inputs are not used to prioritize the IDP projects/programmes?

TABLE 4.6

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	27	67.5	67.5	67.5
Yes	13	32.5	32.5	100.0
Total	40	100.0	100.0	

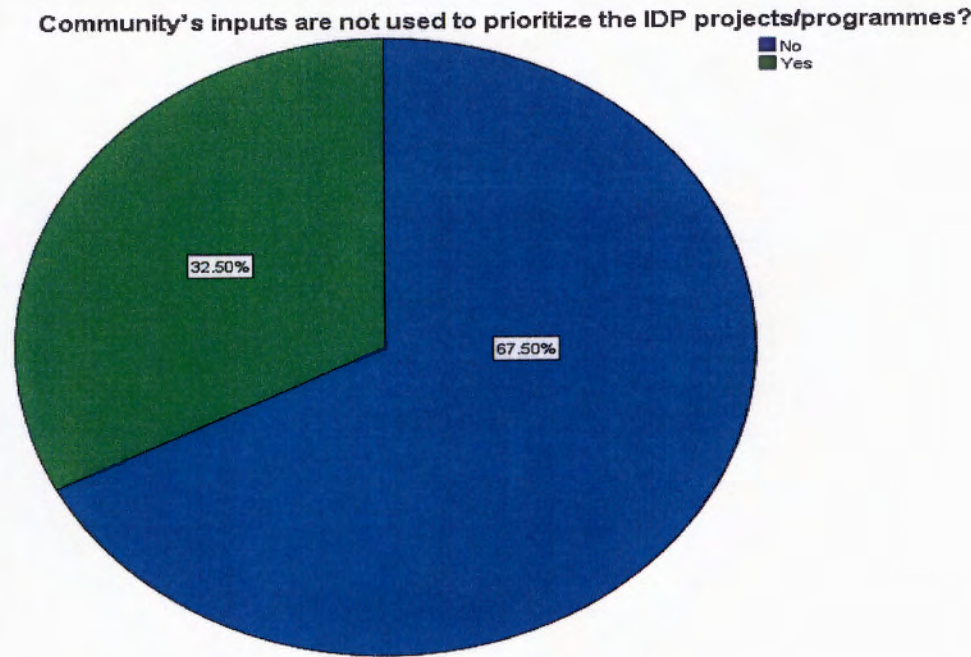


FIGURE 4.6

One of the respondents indicated that the community’s inputs are not used because what is a key issue to the community is not always considered as such by the MLM. 27 respondents (67.5%) agree that the community’s input are used during prioritization of the IDP projects and programme, while the remaining 13 respondents (32.50%) did not agree with this perception (see Table 4.6 and Figure 4.6). In Chapter 2 it was outlined that the since the inputs of the communities are not used during the IDP

process, consulting with them is just a formality, because they are misguided during public participation.

Poor communication between the IDP stakeholders, including reporting affects service delivery negatively. How?

TABLE 4.7

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	3	7.5	7.5	7.5
Yes	37	92.5	92.5	100.0
Total	40	100.0	100.0	

Poor communication between the IDP stakeholders, including reporting affects service delivery negatively. How?

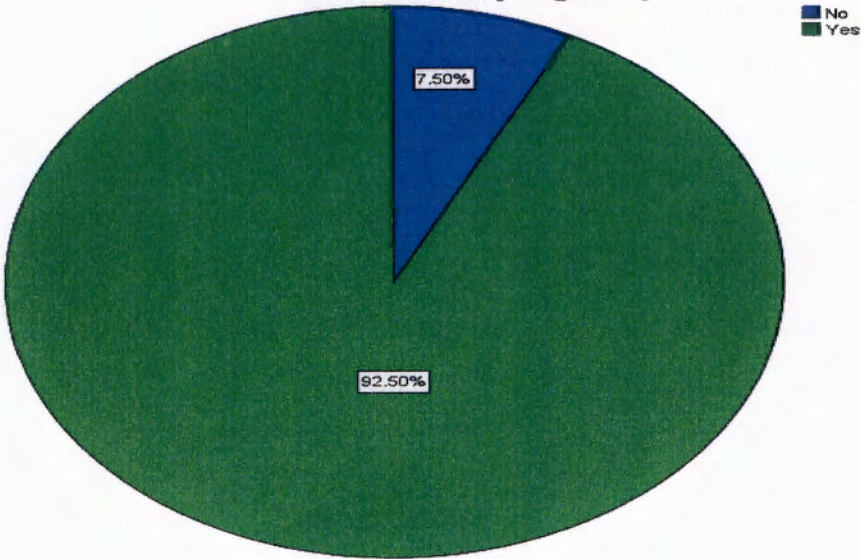


FIGURE 4.7

It is clear from Table 4.7 and Figure 4.7 that poor service delivery affects service delivery negatively as 92.5% of respondents agreed to this statement and only 7.5% disagree.

Do you think that the lack of budget has a negative impact on service delivery?

TABLE 4.8

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	4	10.0	10.0	10.0
Yes	36	90.0	90.0	100.0
Total	40	100.0	100.0	

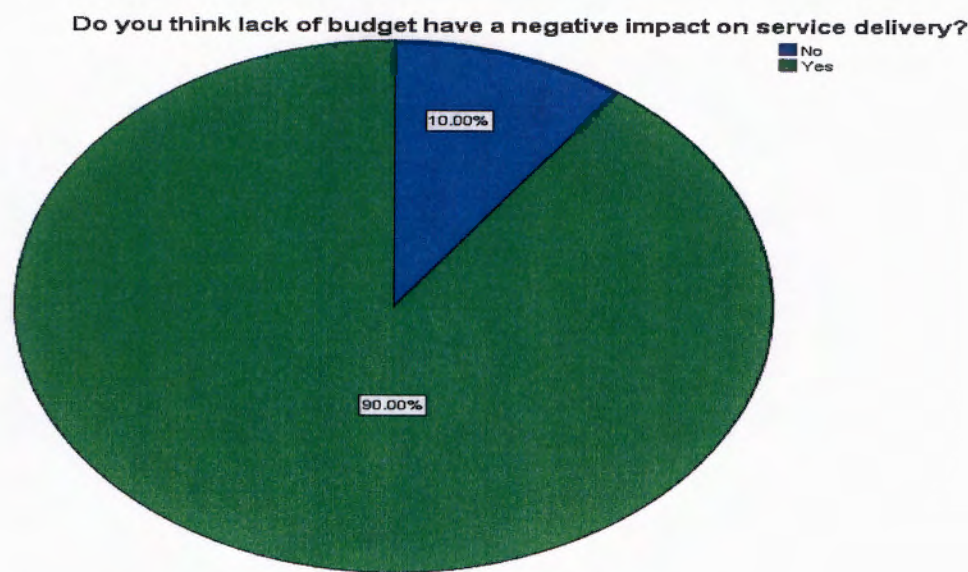


FIGURE 4.8

Lack of funding is a critical issue that has a negative impact on service delivery and it needs to be addressed urgently, as indicated by f 36 (90%) respondents; although 4 (10%) respondents disagree. Chapter 2 has indicated that budget is very crucial in the IDP, since the IDP is described as a principal planning instrument to direct and inform the municipal budgetary expenditure for short, medium and long-term strategies. Consequently budget is at the core of development planning.

In your own opinion do you think lack of proper leadership skills lead to poor service delivery? Why

TABLE 4.9

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	4	10.0	10.0	10.0
Yes	36	90.0	90.0	100.0
Total	40	100.0	100.0	

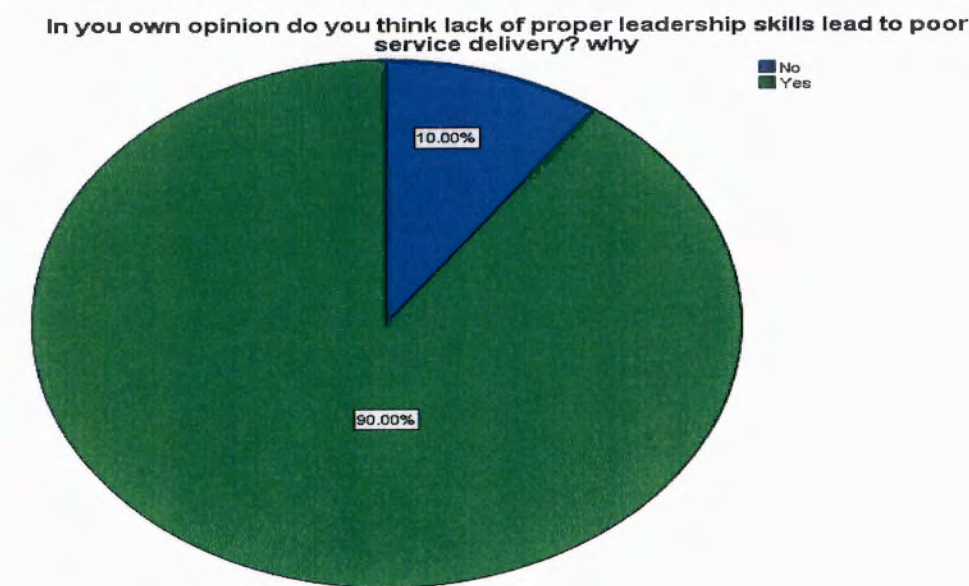


FIGURE 4.9

The majority of respondents (90%) to this question are saying "yes" that lack of proper leadership skills has led to poor service delivery in the municipality, while only 10% of respondents are saying "no." This was also indicated by one manager interviewed when he highlighted that leadership skills should be an inherent job requirement. There is poor planning, corruption; incompetency and all of these have led to poor service delivery, since *"the blind are leading the blind."*

The IDP has helped the municipality to use their scarce resources effectively in order to speed up service delivery

TABLE 4.10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	12.5	12.5	12.5
	Agree	11	27.5	27.5	27.5
	Neutral	12	30.0	30.0	70.0
	Disagree	9	22.5	22.5	92.5
	Strongly disagree	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

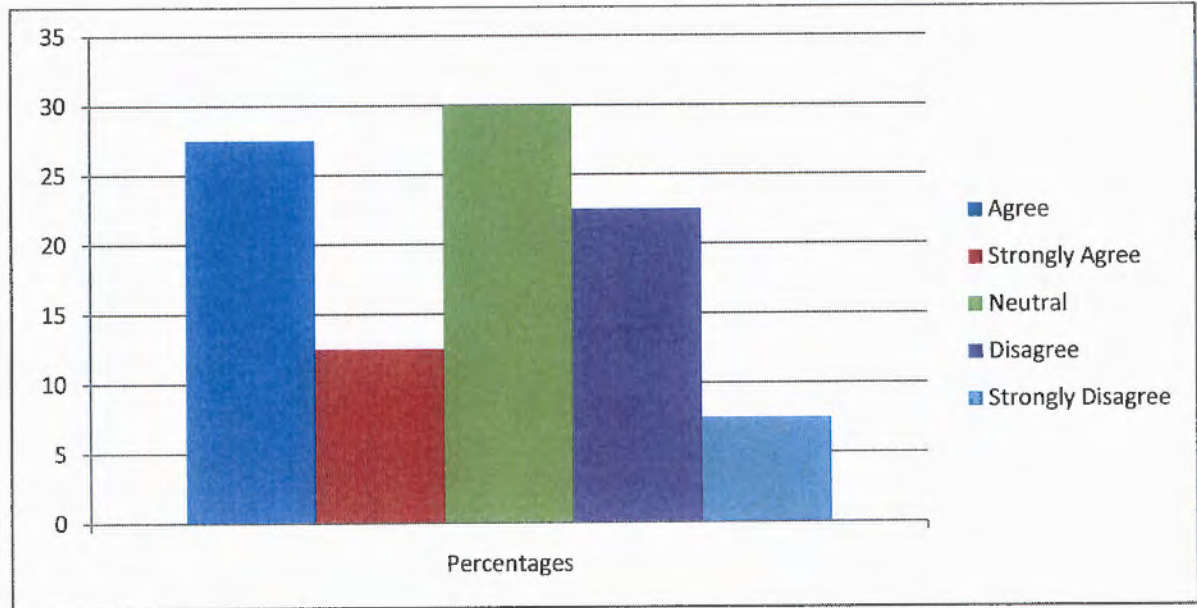


FIGURE 4.10

In Chapter 2 the IDP was defined as a set of priorities of communities which guide the future development and allocation of scarce resources. The results in Table 4.10 and Figure 4.10 indicate that the majority of responses (30%) are uncommitted in their opinion whether the IDP has helped the municipality to use their scarce resources effectively in order to speed up service delivery. As one of the interviewee said that “the

backlog created by the previous regime is so huge that it overshadows the development.” 27.5% of respondents agree that indeed the IDP has helped the municipality to use scarce resources effectively, while 22.5% disagree and 12.5% strongly agree. Only 7.5% of responses are strongly in disagreement.

Do 90% of residents in urban and rural areas have access to clean drinking water?

TABLE 4.11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	7	17.5	17.5	17.5
Strongly agree	11	27.5	27.5	45.0
Neutral	7	17.5	17.5	62.5
Disagree	9	22.5	22.5	85.0
Strongly disagree	6	15.0	15.0	100.0
Total	40	100.0	100.0	

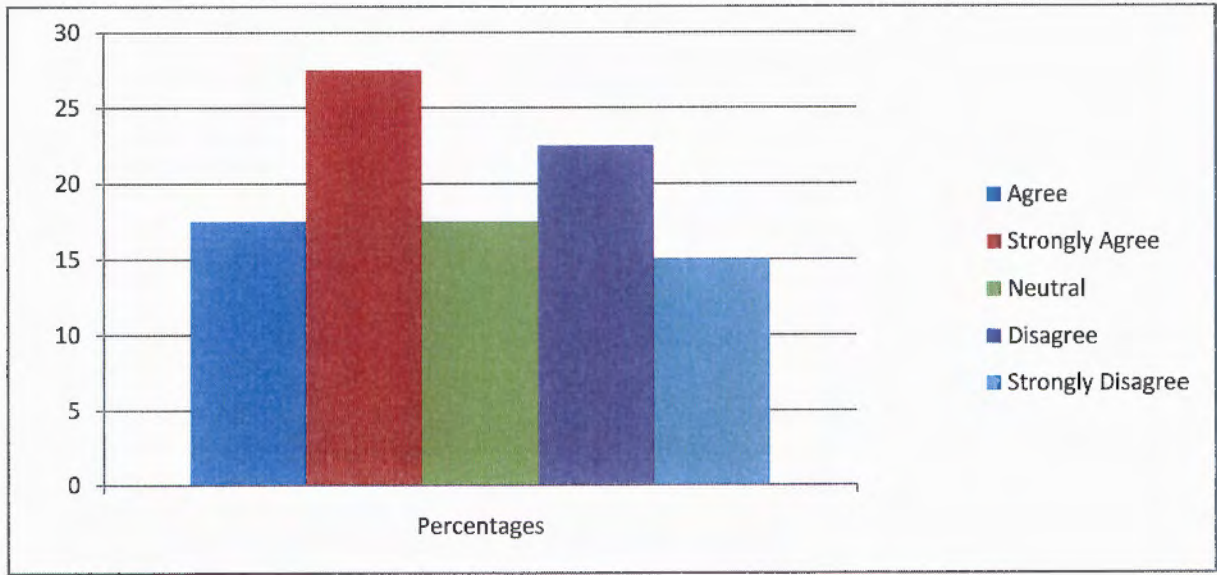


FIGURE 4.11

The results in Table 4.11 and Figure 4.11 indicate that 27.5% of respondents strongly agree, while 22.5% disagree that 90% of the residents in rural and urban areas have access to clean drinking water. 17.5% of respondents agree, while 17,5% remain neutral to the above statement, while the remaining 15% of them strongly disagree. Some of the participants are amongst those who are resident in rural areas where water tankers can stay without water for a very long time; therefore the shortage of water has directly affected them adversely.

The roads within the jurisdiction of the municipality are old and deteriorating
TABLE 4.12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	15	37.5	37.5	37.5
	Strongly agree	18	45.0	45.0	82.5
	Neutral	1	2.5	2.5	85.0
	Disagree	5	12.5	12.5	97.5
	Strongly disagree	1	2.5	2.5	100.0
Total		40	100.0	100.0	

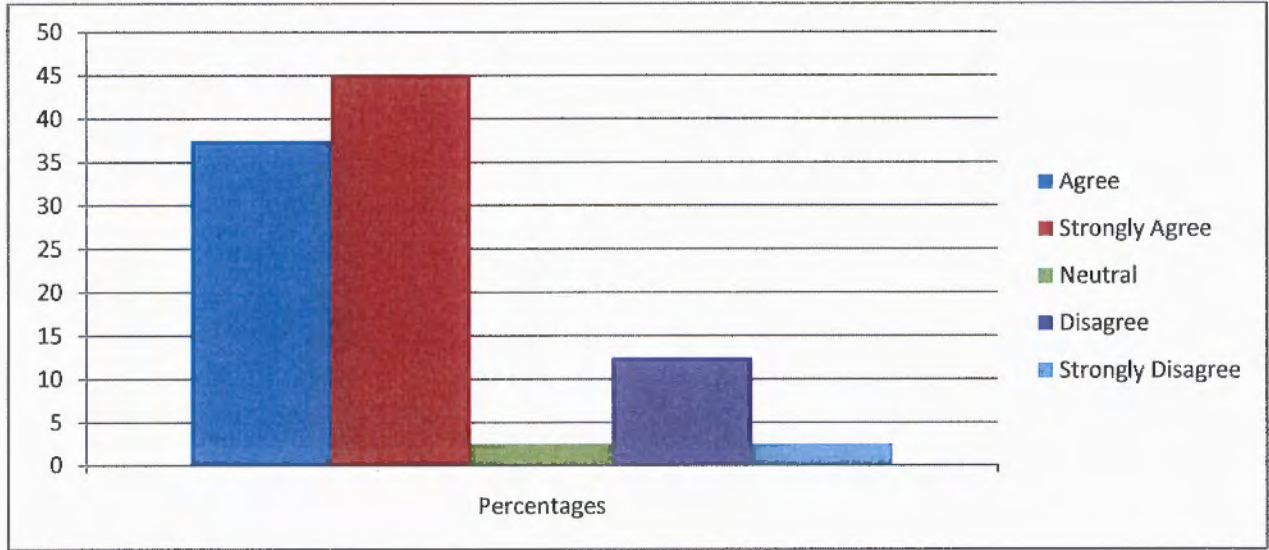


FIGURE 4.12

Out of 40 participants: 45% of participants strongly agree and 37.5% agree to the statement that the roads need repair. 12.5% of participants disagree, while 2.5% of participants are strongly disagreeing or neutral. The majority agree that roads within the jurisdiction of the municipality are old and deteriorating; this was highlighted in the problem statement as one of the causes of community protests for poor service delivery.

The municipality is attending to the reported sewer blockages in urban areas within three days

TABLE 4.13

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	2	5.0	5.0	5.0
Strongly agree	9	22.5	22.5	27.5
Neutral	9	22.5	22.5	50.0
Disagree	7	17.5	17.5	67.5
Strongly disagree	13	32.5	32.5	100.0
Total	40	100.0	100.0	

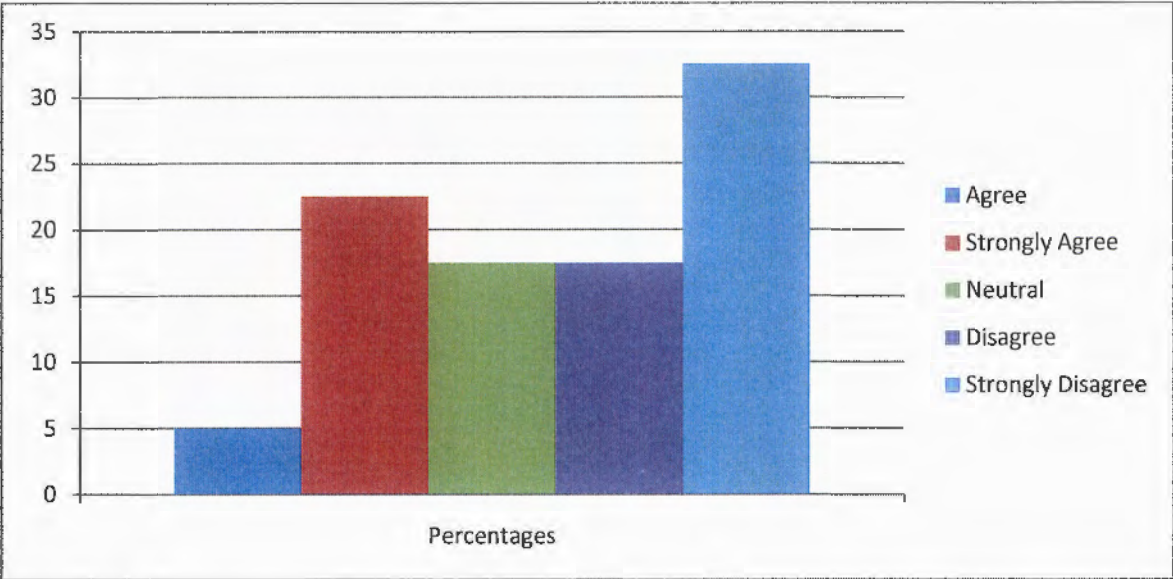


FIGURE 4.13

The municipality is not attending to sewer blockages within three days after a report has been received as indicated by 32.5% and 17.5% of respondents in Figure 4.13. Only 9 respondents with 22.5% from Table 4.13 indicated that sewer blockages are attended within three days by the municipality. In the problem statement a concern was raised by about 58.6% of rural households within the municipal jurisdiction that they do not have access to basic sanitation, hence the results from the majority of the participations are confirming that sewer blockages are not prioritized and attended within three days.

Factors that can be used to improve service delivery within Mahikeng Local Municipality:

Good communication within the IDP stakeholders including reporting

TABLE 4.14

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	17	42.5	42.5	42.5
Strongly agree	15	37.5	37.5	80.0
Neutral	7	17.5	17.5	97.5
Disagree	1	2.5	2.5	100.0
Total	40	100.0	100.0	

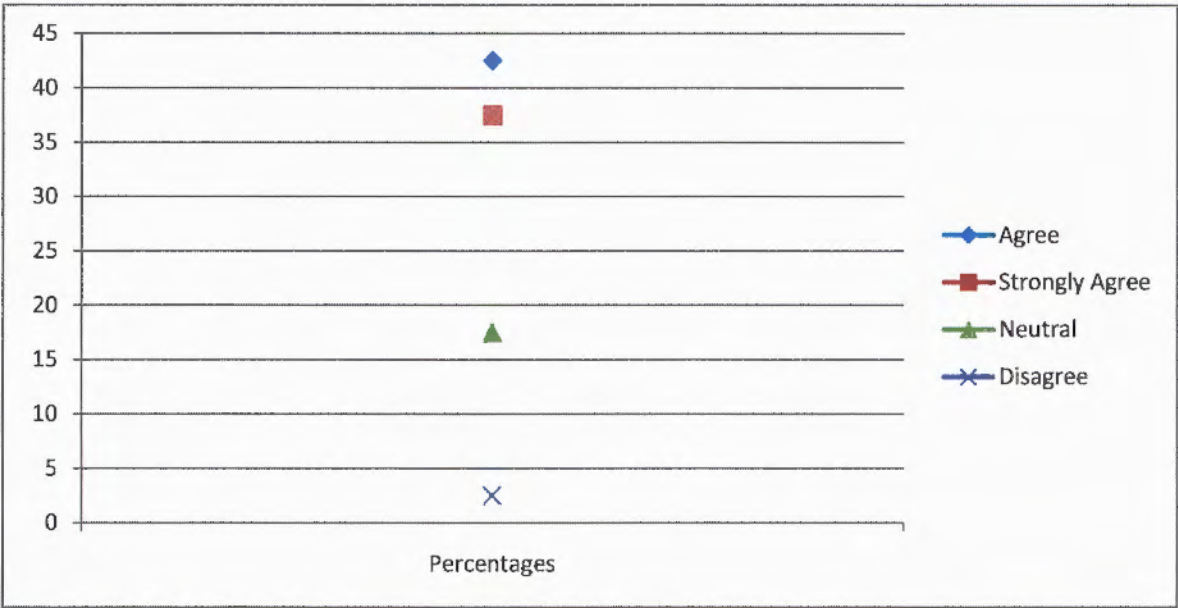


FIGURE 4.14

From the results presented in Table 4.14 and Figure 4.14, it is evident that the majority of respondents (42.5% and 37.5%) agree that good communication within the IDP stakeholders including proper reporting on what have been achieved and outstanding

will improve service delivery in the municipality. The other respondents are neutral (17.5%), while only one respondent disagrees with the above statement.

Proper utilization of scarce resource when prioritizing the IDP projects/programmes

TABLE 4.15

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	17	42.5	42.5	42.5
Strongly agree	15	37.5	37.5	80.0
Neutral	6	15.0	15.0	95.0
Disagree	2	5.0	5.0	100.0
Total	40	100.0	100.0	

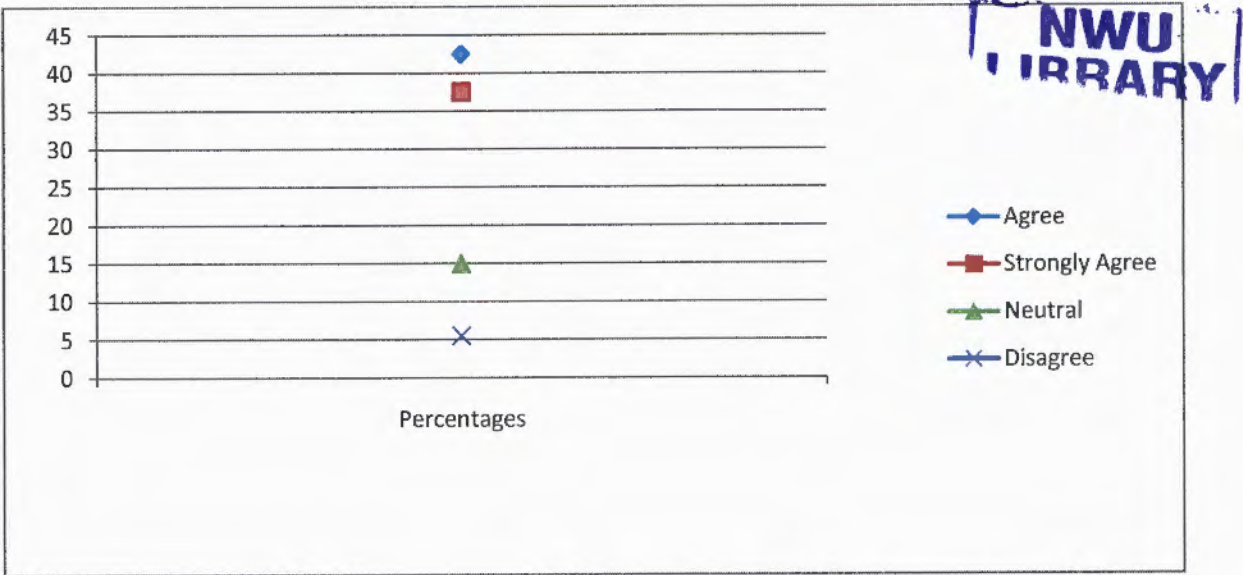


FIGURE 4.15

Proper utilization of scarce resources when prioritizing the IDP projects/programme will improve service delivery within the municipality as indicated by the majority of respondents (42.5% and 37.5%) as reflected in Table 4.15 and Figure 4.15. This was

also accentuated by Raga *et al.* (2012: 49), in Chapter 2; when they state that the one of the importance of the IDP is the effective use of resources; which means that the IDP should help the municipality to focus on the most important needs of local communities, while taking into account the available resources within the municipality. 15% of the responses are neutral, while only 5.0% of the participants disagree to the above statement.

Using the inputs of the community to prioritize the IDP projects/programme
TABLE 4.16

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	20	50.0	50.0	50.0
Strongly agree	11	27.5	27.5	77.5
Neutral	5	12.5	12.5	90.0
Disagree	3	7.5	7.5	97.5
Strongly disagree	1	2.5	2.5	100.0
Total	40	100.0	100.0	

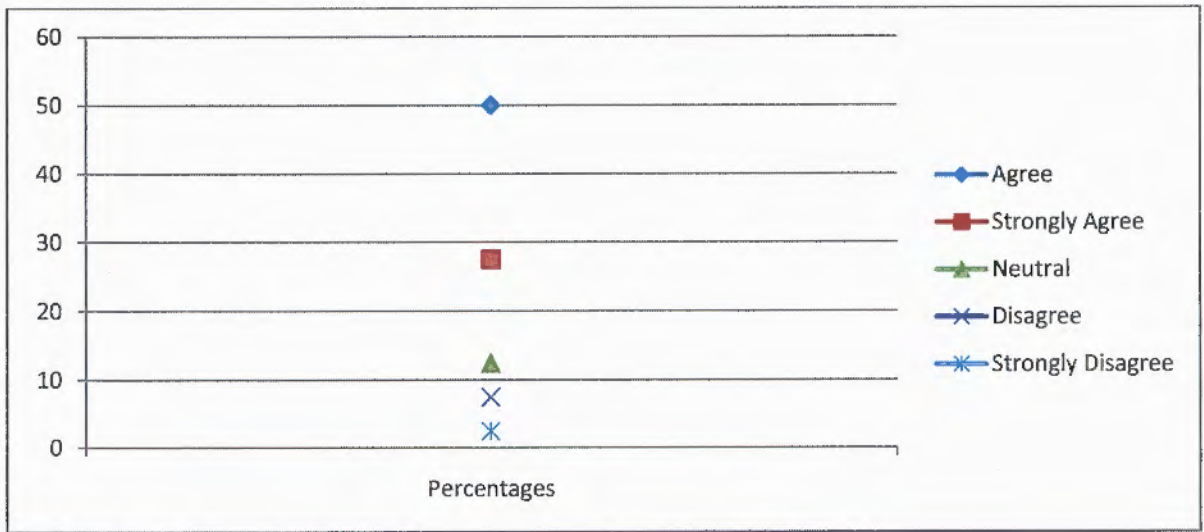


FIGURE 4.16

Half of the participants (50%) assert that service delivery can improve if the municipality can use the inputs of the community to prioritize the IDP projects and programmes, also 27.5% participants strongly agree, while only 12.5% are neutral and the remaining 7.5% and 2.5% disagree and strongly disagree respectively. Japanese introduced a development plan called “Machizukuri” which means community planning. Where by the citizens are the initiators and action-takers of the local regime when it comes to developments within their areas (Kusakabe 2013:8) as indicated in chapter 2, hence 50% of participants are supporting the above statement.

By aligning municipal mission and objectives with the IDP

TABLE 4.17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	18	45.0	45.0	45.0
Strongly agree	11	27.5	27.5	72.5
Neutral	7	17.5	17.5	90.0
Disagree	3	7.5	7.5	97.5
Strongly disagree	1	2.5	2.5	100.0
Total	40	100.0	100.0	

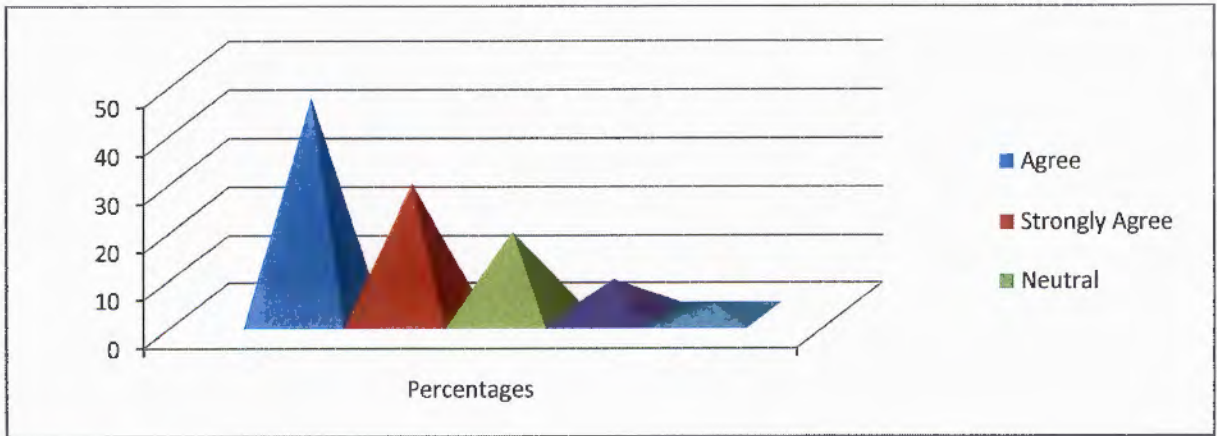


FIGURE 4.17

SALGA emphasised that the municipalities should have a linkage between the IDP and their long-term objectives and strategies (SALGA, 2011: 7). 18 (45%) of the respondents agree and 11 (27.5%) strongly agree with that statement. 17.5% of the responses are neutral, while the remaining 7.5% and 2.5% disagree (Table 4.17 and Figure 4.17). It is clear the municipality can improve service delivery through aligning its mission and objectives with the IDP.

By ensuring that they recruit and appoint qualified and competent people as leaders and provide skills development to their current employees who lack skills

TABLE 4.18

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	12	30.0	30.0	30.0
Strongly agree	19	47.5	47.5	77.5
Neutral	4	10.0	10.0	87.5
Disagree	3	7.5	7.5	95.0
Strongly disagree	2	5.0	5.0	100.0
Total	40	100.0	100.0	

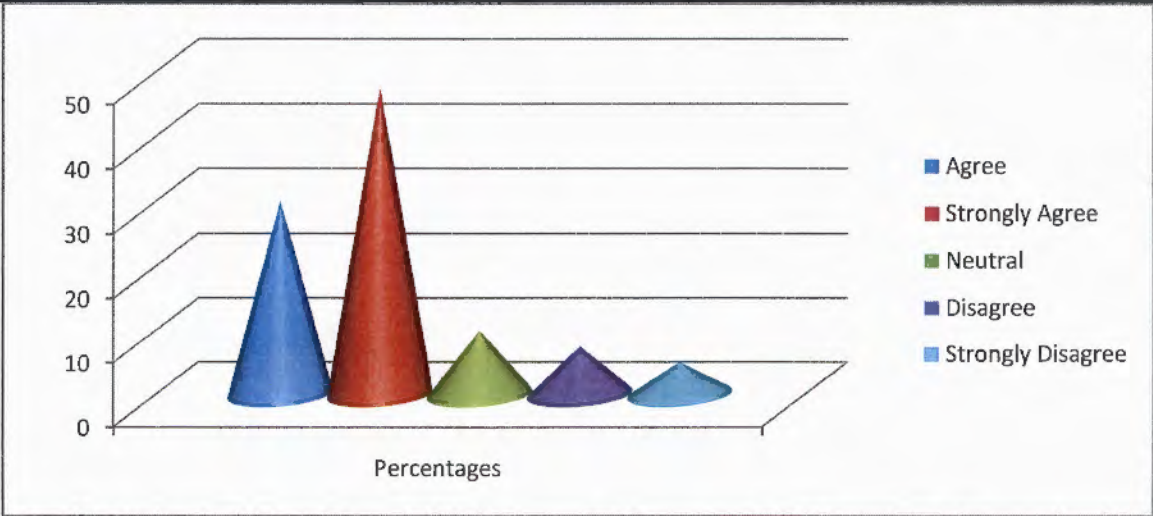


FIGURE 4.18

One of the interviewee’s indicated that lack of political leadership is a concern, as was also noted by the Auditor General in the audit report for 2012/13 as discussed in Chapter 2. 19 respondents (47.5%) strongly agree and 12 respondents (30%) agree that service delivery can be improved through recruiting qualified and competent leaders and providing skills development to their current leaders/employees, 10% of respondents are neutral, while 7.5% disagree and 5.0% strongly disagree (Table 4.18 and Figure 4.18).

The PMU should ensure that they use 80% of their funds at the end of the financial year, so that they can be able to apply for rollover (i.e. more funds) in the next financial year

TABLE 4.19

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	17	42.5	42.5	42.5
Strongly agree	9	22.5	22.5	65.0
Neutral	7	17.5	17.5	82.5
Disagree	4	10.0	10.0	92.5
Strongly disagree	3	7.5	7.5	100.0
Total	40	100.0	100.0	

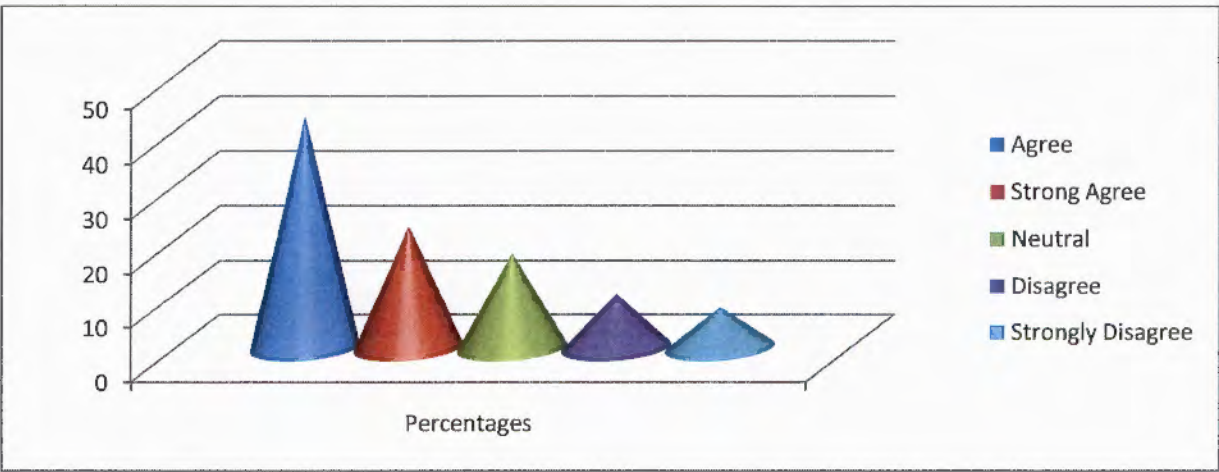


FIGURE 4.19

The municipality can only be approved for rollover in the following year if they have spent all their funds in that financial year. It is the responsibility of the Project Management Unit (PMU) and the Supply Chain Management to ensure that all projects/programmes have complied, so that they can receive more funds in the next financial year. Hence 19 respondents (42.5%) strongly agree and 9 (22,5%) respondents agree. Those that are neutral are 17.5%, while those that disagree are 10% and strongly disagree are 7.5% (See Table 4.19 and Figure 4.19)

Local government, district and local municipalities should work together

TABLE 4.20

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	13	32.5	32.5	32.5
	Strongly agree	24	60.0	60.0	92.5
	Neutral	1	2.5	2.5	95.0
	Disagree	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

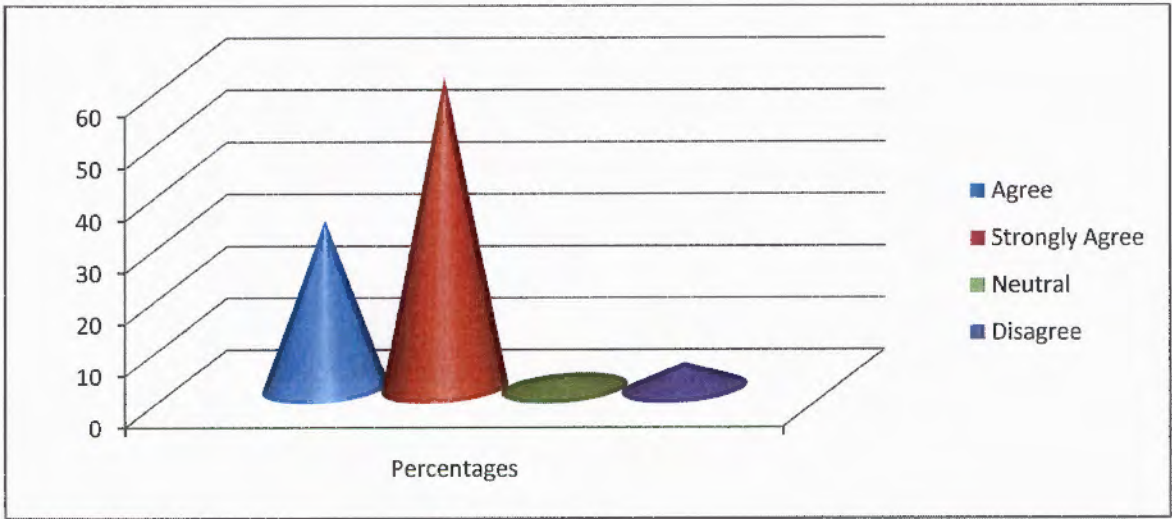


FIGURE 4.20

One of the interviewee’s indicated that poor service delivery is caused by lack of intergovernmental relationship between municipality and government. In Chapter 2 it was mentioned that the importance of the IDP is to promote co-ordination between local, provincial and national government, since different spheres of government are encouraged to work together in coordinated manner to tackle the developments in the local area. From Table 4.20 and Figure 4.20 the majority of respondents (60%) strongly agree to that and 13 (32,5%) respondents are merely agreeing, while the minority of respondents (5%) disagree and 2.5% remain neutral.

The municipality should put a plan in place that they can use to reduce service delivery backlogs, using their scarce resources

TABLE 4.21

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	17	42.5	42.5	42.5
	Strongly agree	19	47.5	47.5	90.0
	Neutral	4	10.0	10.0	
	Disagree	0	0	0	
	Strongly disagree				
	Total	40	100.0	100.0	100.0

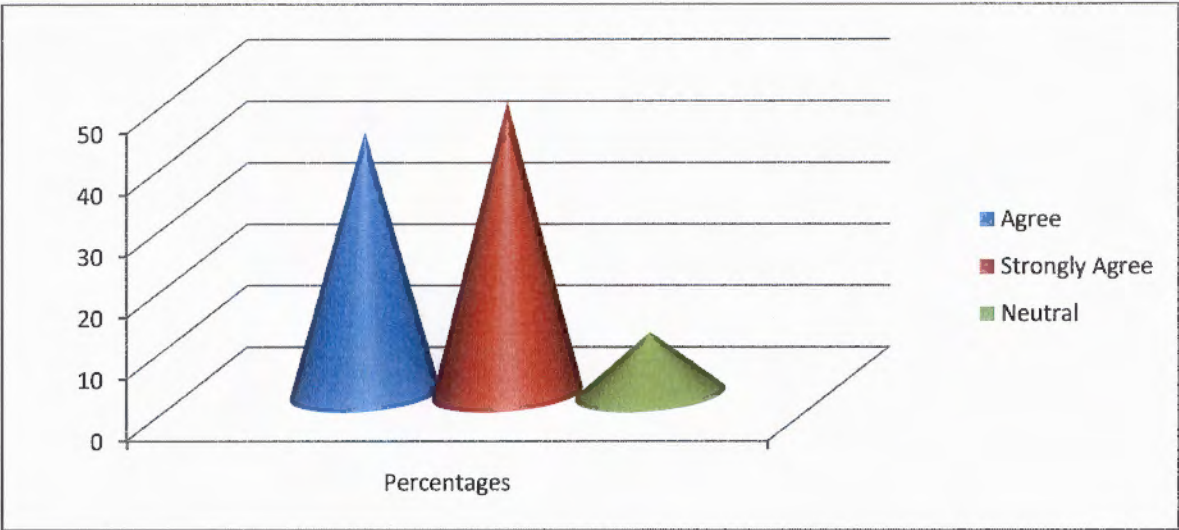


FIGURE 4.21

Lack of monitoring and evaluation of the IDP projects and programmes were highlighted by one of the participants during the interview. This was also a concern of a citizen, described in the problem statement that says *"a concern was raised about unavailability of relevant measures for implementing capital projects that can ensure sustainability and quality on projects"* (MLM IDP document, 2011/12–2016: 8). Table 4.21 and Figure 4.21 shows the similarity of the answers from the participants when 19 (47,5%) respondents strongly agree and 17 (42,5% respondents agree, while the remaining 10 % are neutral.

Identifying factors that can be used to improve service delivery within MLM

TABLE 4.22

	N	Min.	Max.	Mean	Std. Dev.	Var.
1. Good communication amongst the IDP stakeholders, including reporting.	40	1	4	1.80	0.823	0.677
2. Proper utilization of scarce resources when prioritizing the IDP projects/ programmes.	40	1	4	1.83	0.874	0.763
3. Using the inputs of the community to prioritize the IDP projects/ programmes	40	1	5	1.85	1.075	1.156
4. By aligning municipal mission and objectives with the IDP.	40	1	5	1.95	1.085	1.177
5. By ensuring that they recruit and appoint qualified and competent people as leaders and provide skills development to their current employees who lack skills.	40	1	5	2.10	1.081	1.169
6. The PMU should ensure that they use 80% of their funds at the end of the financial year, so that they can be able to apply for rollover (i.e. more funds) in the next financial year.	40	1	5	2.18	1.299	1.687
7. Local government, district and local municipalities should work together.	40	1	4	1.80	0.723	0.523
8. The municipality should put a plan in place that they can use to reduce service delivery backlogs, using their scarce resources.	40	1	3	1.68	0.656	0.430
Valid N (listwise)	38					

Identifying questions and statements that are correlated

TABLE 4.23

Age Pearson correlation Sig(2-tailed) N	Age 1 40	How would you describe the area in which you are residing? 0.407** 0.009 40
How would you describe the area in which you are residing? Age Pearson correlation Sig(2-tailed) N	 0.407** 0.009 40	 1 40
Gender Pearson correlation Sig(2-tailed) N	Gender 1 40	Conflict between politicians and administrative leadership affect service delivery negatively. 0.552** 0.000 40
Conflict between politicians and administrative leadership affect service delivery negatively. Pearson correlation Sig(2-tailed) N	 0.552** 0.000 40	 1 40

	What is you ward number?	The roads within the jurisdiction of municipality are old and deteriorating.
What is you ward number?		
Pearson correlation	1	0.314**
Sig(2-tailed)		0.049
N	40	40
The roads within the jurisdiction of municipality are old and deteriorating.		
Pearson correlation	314**	1
Sig(2-tailed)	0.049	
N	40	40
	Are the ward councillors committees working together with the CDWs and the municipality to deliver services to the community?	When was the last time you attend the IDP meeting?
Are the ward councillors committees working together with the CDWs and the municipality to deliver services to the community?		
Pearson correlation	1	0.328**
Sig(2-tailed)		0.039
N	40	40

When was the last time you attend the IDP meeting?		
Pearson correlation	0.328**	1
Sig(2-tailed)	0.039	
N	40	40
	The IDP is a strategic and operational plan that the municipality is using to address the basic needs of the community within their jurisdiction.	Communities are the most important participants in the IDP.
The IDP is a strategic and operational plan that the municipality is using to address the basic needs of the community within their jurisdiction.		
Pearson correlation	1	0.670**
Sig(2-tailed)		0.000
N	40	40
Communities are the most important participants in the IDP.		
Pearson correlation	0.670**	1
Sig(2-tailed)	0.000	
N	40	40
	When was the last time you attend the IDP	CDWs and ward councillors are working

	meeting?	together with communities when they prioritize the IDP projects
When was the last time you attended the IDP meeting?		
Pearson correlation	1	0.328**
Sig(2-tailed)		0.039
N	40	40
CDWs and ward councillors are working together with communities when they prioritize.		
Pearson correlation	1	0.328**
Sig(2-tailed)		0.039
N	40	40
	Using the inputs of the community to prioritize the IDP projects/programmes.	The municipality should put in place a plan that they can use to reduce service delivery backlogs, using their scarce resources.
Using the inputs of the community to prioritize the IDP projects/programmes.		
Pearson correlation	1	0.329**
Sig(2-tailed)		0.038
N	40	40

**NWU
LIBRARY**

The municipality should put in place a plan that they can use to reduce service delivery backlogs, using their scarce resources. Pearson correlation Sig(2-tailed) N	0.329** 0.038 40	1 40
	The IDP has helped the municipality to use their scarce resources effectively in order to speed up service delivery.	By aligning municipal mission and objectives with the IDP.
The IDP has helped the municipality to use their scarce resources effectively in order to speed up service delivery. Pearson correlation Sig(2-tailed) N	1 40	0.319** 0.45 40
	Using the inputs of the community to prioritize projects/ programmes.	The municipality should put in place a plan that they can use to reduce service delivery backlogs, using their scarce resources.

Using the inputs of the community to prioritize projects/programmes		
Pearson correlation	1	0.329**
Sig(2-tailed)		0.038
N	40	40
The municipality should put in place a plan that they can use to reduce service delivery backlogs, using their scarce resources.		
Pearson correlation	0.329**	1
Sig(2-tailed)	0.038	
N	40	40
	By ensuring that they recruit and appoint qualified and competent people as leaders and provide skills development to their current employees who lack skills.	The municipal should put in place a plan that they can use to reduce service delivery backlogs, using their scarce resources.
By ensuring that they recruit and appoint qualified and competent people as leaders and provide skills development to their current employees who lack skills.		

Pearson correlation	1	0.329**
Sig(2-tailed)		0.038
N	40	40
The municipal should put in place a plan that they can use to reduce service delivery backlogs, using their scarce resources.		
Pearson correlation	0.329**	1
Sig(2-tailed)	0.038	
N	40	40
	Good communication within the IDP stakeholders including reporting	Proper utilization of scarce resource when prioritizing the IDP projects and programmes
Good communication amongst the IDP stakeholders including reporting.		
Pearson correlation	1	0.521**
Sig(2-tailed)		0.001
N	40	40
Proper utilization of scarce resources when prioritizing the IDP projects and programmes.		
Pearson correlation	0.521**	1
Sig(2-tailed)	0.001	
N	40	40

	The roads within the jurisdiction of the municipality are old and deteriorating.	Local government, district and local municipalities should work together.
The roads within the jurisdiction of the municipality are old and deteriorating. Pearson correlation Sig(2-tailed) N	1 40	0.390** 0.013 40
Local government, district and local municipalities should work together Pearson correlation Sig(2-tailed) N	0.390** 0.013 40	1 40

In the tabulation of correlation results, asterisks (**) indicates significance at the 0.01 level (2-tailed), whereas asterisks (*) indicates that there is significance at the 0.04 level (2-tailed).

If one variable increases then the other one that is correlated to it will also increase. E.g. if local government, district and local municipalities, work together to improve service delivery, then the roads within the jurisdiction of the municipality should not deteriorate (they are correlated at 0.390**). Therefore if one variable decreases/increases it affected the other variables also (both variables decrease/increase). This also applies to other variables that are correlated and they are marked with asterisks (**) symbol.

4.4. Conclusion

In this chapter, the key findings from the perspective of the questionnaire respondents have been presented and they illustrated that the IDP of MLM is ineffective as a service delivery tool. The hypothesis of this study was tested and indeed improper utilization of scarce resources, monitoring and evaluation of the IDP projects and programmes and non-involvement of all IDP stakeholders in IDP process, like community and traditional leaders, has caused the IDP of MLM to be ineffective and inefficient. This has led to a huge backlog in service delivery which cannot be eradicated and left the community with inaccessible roads, unacceptable sanitation and unavailable supply of clean drinking water in both rural and urban areas.

CHAPTER 5

5. Recommendations and Conclusion

5.1. Introduction

The aim of the research is to evaluate and analyze the flexibility and efficiency of the IDP process within the MLM. The focus was on how the municipality plans, implements and makes decisions during the IDP process for development within the municipal areas when rendering basic services. A research was conducted focusing on the IDP as a service delivery tool. A literature review was conducted locally, nationally and internationally to scrutinized the IDP of MLM. Chapter 5 discusses the research findings and provides the recommendations and the conclusion.

The research findings, recommendations and conclusion are based on the following research objectives:

- Identifying and determining factors that can be used to improve service delivery.
- Evaluating the level of stakeholders' involvement in the IDP processes.
- Analysing IDP as a tool for basic service delivery.
- Identifying a plan that the municipality can use to reduce the service delivery backlog.
- Discussing initiatives and innovations that can be used to accelerate service delivery within the municipality.

5.2. Research findings

The following research findings were identified:

5.2.1 Using the inputs of the community to prioritise IDP projects.

During the interviews two of the participants indicated that *"the municipality is not doing well on the aspect of public participation in the IDP process, as meetings are arranged in a short notice and this render*

the process of the IDP inefficient and tantamount to malicious compliance."

In Table 4.6 and Figure 4.6, 27 respondents (67.5%) agree that the community's input is used during prioritization of the IDP projects and programme, while the remaining 13 respondents (32.50%) are stating that Community's inputs are not used, since what is a key to them is not always considered

5.2.2 Non-involvement of designated groups in the IDP processes.

Other designated stakeholders or community groups (e.g. people with disabilities and NGOs) are not participating in the IDP processes, as there are no records of meetings held with them.

5.2.3 Communication between the IDP stakeholders.

Poor communication within the municipality does not promote teamwork and without teamwork it is impossible for the municipality to reach its mission. This was indicated by Table 4.7 & Figure 4.7 that show that 92.5% of respondents state that poor communication between the IDP stakeholders, including reporting, affects service delivery negatively, while only a minority of responses (7.5%) disagree.

5.2.4 Partnerships within in the IDP stakeholders.

42.5% of responses in Table 4.4 & Figure 4.4 indicate there is insufficient partnership between ward councillors and committees, CDWs and the municipality, 57.5% of responses indicate that Ward Councillors and Committees, CDWs and the municipality are working together; hence the municipality should put in place a strategy that they can use to improve partnership between these municipal stakeholders.

5.2.5 Lack of budget.

90% of the respondents consider lack of funding as a critical issue with a negative impact on service delivery and it needs to be addressed urgently, while only 10% of respondents disagree (Table 4.8 and Figure 4.8).

5.2.6 Monitoring and evaluating IDP projects.

Lack of monitoring and evaluating IDP projects by the municipality has led to poor quality projects and this has given contractors a chance to exploit the municipality. As indicated by the majority (47.5% and 42.5%) of participants, lack of monitoring and evaluation does affect service delivery negatively, while the remaining participants (10%) are neutral and none of the participants disagree or strongly disagree (Table 4.21 and Figure 4.21).

This issue was identified in the problem statement because *"a concern was raised about unavailability of relevant measures for implementing capital projects that can ensure sustainability and quality on projects"* (MLM IDP document, 2011/12–2016: 8).

5.2.7 Utilization of resources

Lack of proper utilisation of the municipal scarce resources has led to poor service delivery.

5.2.8 Service delivery backlogs

High backlog on service delivery that cannot be eradicated has led to poor service delivery. Table 4.12 and Figure 4.12 indicated that 45% of participants strongly agree and 37.5% agree that roads within MLM jurisdiction are old and deteriorating. 12.5% of participants disagree, while 2.5% of participants are strongly disagreeing or neutral.

It is clear that roads within the jurisdiction of the municipality need repair. This was also highlighted in the problem statement as one of the causes of community protests for poor service delivery.

5.2.9 Intergovernmental relationships

Lack of partnerships between local government, district and local municipality when rendering services, as indicated by one of the interviewee's that *"poor service delivery is caused by lack of intergovernmental relationship between municipality and government"*.

5.2.10 Leadership skills.

During data analysis in Chapter 4, 90% of responses are saying that lack of proper leadership skills has led to poor service delivery, while only 10% of responses are disagreeing (Table 4.9 and Figure 4.9).

The following observations are proposed by the researcher in response the findings of the research study:

5.2.11 Communication and partnership between ward committees, councillors and CDWs.

Lack of communication and partnership between ward committees, councillors and CDWs has hampered the information reaching the community. Councillors are not informing ward committees and CDWs about the municipality's work plans for the year.

5.2.12 The IDP review.

IDP is reviewed annually and therefore this lead to simultaneous changes on projects that have been prioritized previously, since data is

manipulated during that time. This cause conflicts amongst community about which projects to be prioritized.

5.2.13 Batho-pele principles.

In order to adhere to Batho-pele principles (redress and transparency including openness) the communication between the different groups is necessary for feedback about the IDP project. The IDP manager monitors and provides feedbacks to the Municipal Manager who in turn communicates the information to the Executive Mayor can communicate the success or failure of the project to the affected community. The MLM does not currently have an IDP manager appointed.

5.3. Recommendations

The following are propose recommendations:

- 5.3.1 Systems that can be used to identify the needs of the MLM community. According to TLM, the following procedure can be used to identify and address the needs of the MLM community:
- needs orientation – where they identify community's needs and problems;
 - community ownership – where they gather community's initiatives and work together with municipal government during implementation of these ideas;
 - appropriateness of solutions – where they use solutions that were proposed and submitted by the community to influence decision-making;
 - building trust – where they ensure that there is trust between all role players of IDP process; and

- empowerment – where they make certain there is transparency about accountability from local government to their local committees (TLM IDP document, 2010/11: 10).

Another strategy that the MLM can use is to ensure that they prioritize the identified needs of the community by implementing the OVOP; which aims to develop services/products partnering with a community by using and acknowledging their skills and this will minimize usage of local available resources (Natsuda *et al.*, 2011: 3).

The same authors also state that in order to ensure that the Asians enhance their economy; they adapted the Community Based Enterprise (CBE), where they employ social resources, structures and networks to improve life of their local communities. This strategy can be beneficial to the MLM.



The Ward Development Plan (WDP) can also be used to identify the basic needs of the community and plan on how to address them based on the inputs of the communities (DM IDP document, 2012/17: 25). This plan will assist the municipality to prioritize appropriate community's needs.

The results presented in Table 4.16 and Figure 4.16 indicate that, half of the participants (50%) assert that service delivery can improve if the municipality can use the inputs of the community to prioritize the IDP projects and programmes. 27.5% of the participants strongly agree, while only 12.5% are neutral. The remaining 7.5% and 2.5% disagree and strongly disagree respectively. MLM can also adopt the Japanese community plan called "Machizukuri", where the communities are the initiators and action-takers of the local regime when it comes to developments within their areas (Kusakabe 2013: 8). Service delivery can

improve through proper implementation of the IDP, where communities are participating fully in the IDP processes during local development.

5.3.2 Participation of all designated groups of the community

The designated groups, including people with disability and NGOs, should all be given a chance to participate in the IDP process; by using the IDP as a strategic and operational plan which guides the activities of the private sectors, NGOs and other stakeholders within the municipal areas (Modimolle Local Municipality IDP document, 2013/14:8).

5.3.3 Proper Communication.

Communication is a key to success for every organisation; therefore the MLM should communicate with its IDP stakeholders. From the results in Table 4.14 and Figure 4.14, it is evident that good communication within the IDP stakeholders including proper reporting on what have been achieved and outstanding will improve service delivery in the municipality as shows by the agreement from the majority (80%) of the respondents. The community should be involved in the prioritizing of the IDP projects.

The NMMDM is the water authority within Mahikeng, while MLM are the facilitators. This has led to a challenge to ensure that all citizen of Mahikeng are provided with clean drinking water timeously and consistently. If issues like this can be discussed with the community, it will motivate the designated groups to work with the municipality by ensuring that they propose action plans on how everyone can have access to the clean drinking water and it will build trust and good relationship between the municipality and the community.

Improved communication can also minimise the illegal protests for poor service delivery, because the municipality will inform the community about

what was planned and what have been achieved and what need to be rectified, based on the available budget.

5.3.4 Team work of the designated groups.

Team work in every organisation or municipalities is imperative. The MLM should ensure that CDWs are multi-skilled public servants who are deployed at community level to bridge the gap between the provisions of services that communities can access (Raga *et al*, 2012: 236).

Minister Pravin Gordhan, from COGTA in back to basic approach, stated that it is the responsibility of the municipality to ensure that Ward Communities are functional and councillors are reporting back to their constituencies quarterly. The municipality can use the CWDs, councillors and ward committee to communicate IDP projects that will be implemented for that financial year.

5.3.5 Development planning.

It is vital that the MLM should set up realistic targets when planning by linking planning and budget together. In Chapter 2, the White Paper (1998) listed main steps that can be utilised by the municipality when implementing the IDP.

Projects which are not cash bags are a challenge; therefore the municipality should budget to ensure that money is available immediately when the project is implemented. In Chapter 2 it was indicated that the budget is very crucial in the IDP, since the IDP is described as a principal planning instrument that direct and informs the municipal budget for short, medium and long-term strategies. Consequently budget is the core for the development planning.

It is the responsibility the PMU and the Supply Chain Management to ensure that all projects/programme that are prioritized in that financial year are executed, so that they can apply for more funds (rollover) in the next financial year. Hence 19 respondents with 42.5% strongly and 9 respondents with 22.5% agree that the PMU should ensure that they use 80% of their funds at the end of the financial year, so that they can be able to apply for rollover (i.e. more funds) in the next financial year, those that are neutral are 17.5%, while those that disagree are 10% and strongly are 7.5% (See Table 4.19 and Figure 4.19).

5.3.6 Monitoring and evaluating service delivery.

Monitoring and evaluating service delivery should be prioritized by MLM lack of monitoring and evaluation has been identified as a problem that led to poor quality on projects. The NPM (Modani *et al*, 2012: 6) and SDBIP in terms of Section 1 of the MFMA (2003) can be used to monitor and assess service delivery.

This will also assist the municipality to compare the actual work done with what they wanted to achieve, by comparing results of completed projects against the initial requirements of those projects according to project specifications. Projects/programmes that are underperforming should be evaluated using the guidelines of the associated policies and legislations.

5.3.7 Utilization of resources.

Proper utilization of scarce resources when prioritizing the IDP projects/programmes will improve service delivery within the municipality as indicated by 80 % of the respondents as shown by the results from Table 4.15 and Figure 4.15. This was also accentuated by Raga *et al*. (2012: 49), in Chapter 2; when they state that the one of the importance of the IDP is the effective use of resources; which means that the IDP

should help the municipality to focus on the most important needs of local communities, while taking into account the available resources within the municipality. 15% of the responses are neutral, while only 5.0% participants disagree to the above statement.

MLM can adhere to the Asians slogan which says that "resources are limited, but wisdom is unlimited" (Ntsuda *et al*, 2011: 7), by utilizing local skills and knowledge when implementing the prioritized IDP projects. The municipality can also use the European Urban and Rural Zones Act to ensure that the available resources are distributed and utilized in a correct way, in order to improve the IDP in terms of resources utilization. Lastly, the municipality can use the Integrated Regional Development plan for proper utilization of resources (see Chapter 2).

5.3.8 High backlogs of service delivery which cannot be eradicated.

The literature reviewed in Chapter 2 claims that the backlog created by previous regime is so huge that it overshadows the current process of development. The municipality can put in place an action plan that they can use to eradicate the backlog in service delivery using their available scarce resources. The results shown in Table 4.21 and Figure 4.21 reflect that 90% of respondents are in agreement, while the remaining respondents (10%) are non-committal. Currently MLM are using the "*Setsokotsane programme*" which was launched and implemented by the Premier of the North West province in South Africa during 2014. It is flexible, efficient and will also reduce protests for poor service delivery, for example, communities of Tlhabologo village in the North West were protesting about the condition of roads in that area. The issue was dealt with through this programme and the project was completed within two weeks.

The municipality's action plan should be aligned to their mission and objectives. The results in Table 4.17 and Figure 4.17 shown that the majority of respondents are in agreement, While only 17.5% of responses are neutral. In the problem statement it was indicated that there the implementation of the IDP is not successful because it is not linked to the business plan of the municipality. The results of this study recommend that municipality's business plan is linked to the IDP.

5.3.8 Leadership Skills.

Recruiting and appointing of incompetent leaders was a major concern within the municipality, as indicated by one of the interviewee's in Chapter 4. The results in Table 4.18 and Figure 4.18 show that 47.5% of responses strongly agree and 30% agree that service delivery can be improved through recruiting qualifying and competent leaders, while providing skills development to their current leaders.

This was also emphasized by one respondent when he highlighted that leadership skills should be an inherent job requirement within the municipality. It is the responsibility of the municipality to ensure that they recruit and appoint qualified and competent people as leaders and provide skills development to their current employees who lack leadership skills.

The municipal leaders need to understand what is required of them at a personal and an organisational level. Monitoring and evaluation is very crucial in leadership, because a leader will not be able to identify his/her poor performance if his/she is not monitored and evaluated properly. The municipality should recruit and appoint the qualified IDP manager because it is impossible for the municipality to improve service delivery without the IDP section.

It is the responsibility of the Director of Corporate Support Services and her colleagues to develop leader's action plan about how to recruit and retain good and competent leaders.

5.3.9 Co-operation between different levels of government departments.

The importance of the IDP is to promote co-ordination between local, provincial and national government, hence different spheres of government are encouraged to work together in coordinated manner to tackle the developments in the local area. From the results in Table 4.20 and Figure 4.20, it is evident that 92.5% of respondents are in agreement that the partnership between different spheres of government is crucial.

MSA 32 of 2000 as an IDP legislation and the Integrated Development guide pack which is well-documented can be use by the MLM to ensure that the IDP is effective and efficient of the IDP as service delivery tool.

5.4. Conclusion

This mini-dissertation has investigated and evaluated the effectiveness of the IDP MLM as service delivery tool within the MLM. The research findings were identified during the analysis of the responses to the questionnaires and interviews in Chapter 4 were presented. Therefore the research findings indicated that the MLM needs a turnaround strategy that they can use to eliminate the backlog in service delivery and their IDP should be restructured. In order to ensure that the municipality IDP reach its objectives; the IDP manager should be appointed, and a proper communication channel can be used to ensure that there is good communication and teamwork between the IDP stakeholders. The proposed recommendations are based on the literature review in Chapter 2 and the results of this research study were presented in Chapter 4:

The community should be part of the decision-making process to prioritise the IDP projects/programme that will cater for their basic needs. This will also assist the municipality to achieve its mission which is "to strive for socio-economic development in Mahikeng in partnership with communities". Proper utilisation of scarce resources will assist the municipality to implement the Performance Management System (PMS) and the Service Delivery and Budget Integrated Plan (SDBIP) used by the municipality to monitor and evaluate the performance for service delivery. The MLM was the organization under study; therefore the research findings and recommendations from this research study are appropriate for this municipality only.

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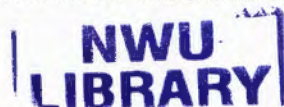
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APPENDIX 1

Definitions

Service Delivery and Budget Integrated Plan (SDBIP)

The SDBIP is an integral part of the financial planning process. It is a link between the budget and management performance agreements, and includes detailed information on how the budget will be implemented by means of forecast cash flows and service delivery targets and performance indicators (George Municipality SDBIP, 2013/14).

Section 1 of the Municipal Financial Management Act (2003), define the SDIBP as:

"a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality's delivery of services and the execution of its annual budget and which must include

- (a) projections for each month of –
 - (i) Revenue to be collected, by source; and
 - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter".

Municipal Financial Management Act No.56 of 2003(MFMA)

The act was introduced by the National Treasury in 1994. It regulates financial management in the national government and provincial government; to ensure that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively, to provide for the responsibilities of persons entrust with financial management in that government, and to provide for matters connected therewith. Medium Term Revenue and Expenditure Framework (MTREF) was introduced to enhance MFMA.

Integrated Financial Management System (IFMS)

According to IFMS section 6.4.3, IFMS is a modern data processing tool, to integrate and analyse all relevant financial information, hence Namibian government have implemented it to monitor and evaluate their spending during NDP2 (Uukelo, 2007:49). In order for the Namibian's to ensure that their funds are monitored correctly they introduced Medium Term Expenditure (MTEF) in 2000; as the key budget document that sets out government's expenditure plan for three financial years (Uukelo, 2007:35). The same author further explained that MTEF was introduced as a guiding tool for the three year period where targets could be fixed, constantly monitored and reviewed.

International Organisation of Standards (ISO) 9000

ISO 9000 "*is a series of international standards dealing with quality systems that can be used for external quality assurances purposes*". The standard provides guidance and tools for companies/organisations who want to ensure that their services/products meet their customer's requirements while improving quality (Singh *et al.*, 2011:53).

The Municipal Infrastructure Grant (MIG)

MIG is a municipal infrastructure funding arrangement, which had combines all the existing capital grants for municipal infrastructure into a single consolidated grant. It enables municipalities to cover the capital costs of household infrastructure up to basic level for South Africans (<http://eau.sagepub.com/content/18/1/23>).

APPENDIX 2

QUESTIONNAIRE

THE EFFECTIVENESS OF THE INTEGRATED DEVELOPMENT PLAN (IDP) AS SERVICE DELIVERY TOOL WITHIN THE MAHIKENG LOCAL MUNICIPALITY NORTH WEST UNIVERSITY

Dear Respondents

AIMS OF THE QUESTIONNAIRE

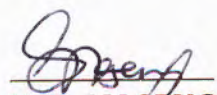
The study seeks to determine what causes the Integrated Development Plan to be ineffective within the Mahikeng Local Municipality and its impact on service delivery.

INSTRUCTIONS

The questionnaire has been structured in such a manner that it will require a maximum of 10 minutes to complete it. You are kindly requested to answer all the questions as honest and truthfully. It is important to assure you that your participation and responses will be kept strictly confidential for educational purposes only, therefore no names or other identification mechanisms have to be provided and anonymity is guaranteed. Therefore you are requested to mark the appropriate space by either ticking or making a cross using a ball point to avoid any possible deletion of your answers. Please return the questionnaire within 03 working days.

For more information contact

Ms. Maseng: masengmpho@gmail.com / mpho.maseng



M.G. MASENG

MBA STUDENT: 18037704

SECTION A

Biographic information (Please select one answer, from question1-7 by making x).

1. Age category

18-35	☐
36-45	☐
46-55	☐
56-60	☐
61+	☐

2. Gender

Male	☐
Female	☐

3. Ethnic group

African	☐
White	☐
Indian	☐
Colored	☐
Other (specify)	☐

4. How would you describe the area in which you are residing?

Urban	☐
Rural	☐

5. Are you presently employed?

Yes	☐
No	☐

6. What is the category of your Municipality?

Metropolitan	☐
Local	☐
District	☐

7. Status in the community

NGO	☐
CBO	☐
CLLR	☐
CDW	☐
Other	☐

8. What is your ward number_____

SECTION B

The level of involvement of the IDP participants in the IDP processes.

1. When was the last time you attend the IDP meeting?

Less than a year	
1 year	
2 -3 years	
4+ years	

2. To what extent do you agree with each of the following statements? Please provide your answer using the 5 point scale below (select one answer)

- 1 – Agree
- 2 – Strongly disagree
- 3 – Neutral
- 4 – Disagree
- 5 – Strongly disagree

The IDP is a strategic and operational plan that the municipality is using to address the basic needs of the community within their jurisdiction.	1	2	3	4	5
Communities are the most important participants in the IDP	1	2	3	4	5
CDWs and councillors are working together with communities when they prioritize the IDP projects	1	2	3	4	5

3. Do you have Community Development Worker (CDW) in your Ward?

No

Yes

4. Are Ward councillors and committees working together with the CDW and the municipality to deliver services to the community?

No

Yes

5. Do Traditional leaders in rural areas are part of the IDP participants? Why?

Yes

No

(Motivate) _____

SECTION C

Critical factors that lead to poor service delivery. Please tick one answer and motivate where it is required.

1. Community's inputs are not used to prioritize the IDP projects/programmes?

Yes ☐
No ☐

If no, why? _____

2. Poor communication between the IDP stakeholders, including reporting affects service delivery negatively. How?

No ☐
Yes ☐

(Motivate) _____

3. Do you think lack of budget have a negative impact on service delivery?

No ☐
Yes ☐

4. In your own opinion do you think lack of proper leadership skills lead to poor service delivery? why

No ☐
Yes ☐

(Motivate) _____

SECTION D

Explore the effectiveness of the IDP as a service delivery tool.

To what extent do you agree with each of the following statements? Please provide your answer using the following 5 point scale where both Section D and E:

- 1- Agree
- 2- Strongly agree
- 3- Neutral
- 4- Disagree
- 5- Strongly disagree

The IDP has helped the municipality to use their scarce resources effectively in order to speed up service delivery	1	2	3	4	5
90% of residents in urban and rural areas have access to a clean drinking water	1	2	3	4	5
The roads within the jurisdiction of the municipality are old and deteriorating	1	2	3	4	5
The municipality is attending the reported sewer blockages in urban areas within 03 days	1	2	3	4	5
Conflict between politicians and administrative leadership affect service delivery negatively	1	2	3	4	5

SECTION E

To identify factors that can be used to improve service delivery within Mahikeng Local Municipality.

- 1- Agree
- 2- Strongly agree
- 3- Neutral
- 4- Disagree
- 5- Strongly disagree

Good communication within the IDP stakeholders including reporting.	1	2	3	4	5
Proper utilization of scarce resource when prioritizing the IDP projects/programme.	1	2	3	4	5
Using the inputs of the community to prioritize the IDP projects/programme	1	2	3	4	5
By aligning municipal mission and objectives with the IDP.	1	2	3	4	5
By ensuring that they recruit and appoint qualified and competent people as leaders and provide skills development to their current employees who lack skills.	1	2	3	4	5
The PMU should ensure that they use 80% of their funds at the end of the financial year, so that they can be able to apply for rollover (i.e. more funds) in the next financial year.	1	2	3	4	5
Local government, District and Local Municipalities should work together.	1	2	3	4	5
The municipality should put in place a plan that they can use to reduce service delivery backlogs, using the scarce resources that they have.	1	2	3	4	5

THANK YOU FOR YOUR CO-OPERATION MAY THE GOOD LORD BLESS YOU