AN ANALYSIS OF THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN IN THE BOPHIRIMA DISTRICT MUNICIPALITY

by

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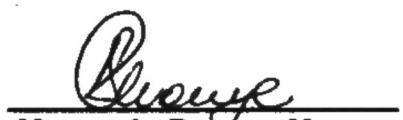
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DECLARATION

I, Mmapula Dorcas Monye declare that the dissertation for the degree of Master of Business Administration at the North West University hereby submitted, has not previously been submitted by me for a degree at this or any other university, that it is my work in design and execution and that all material contained herein have been duly acknowledged.



Mmapula Dorcas Monye

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ABSTRACT

The Integrated Development Planning is regarded as a tool for bridging the gap between the current development reality and the vision of equitable, sustainable development and service delivery. This new planning approach is meant to enable municipalities to develop strategic policy capacity, to mobilise resources and to target its own activities. It is a tool that municipalities can use to become developmentally oriented, as well as to mobilise participation of local communities with the intention of meeting local citizens' social, economic and material needs. It guides and informs all planning, development, management actions and decisions.

This study has attempted to analyse the implementation of the Integrated Development Plan using the Bophirima District Municipality as a case study. The critical question that the study attempted to answer was whether there was any progress made in the implementation of the district municipality's plan to uplift the living conditions of local citizens. The study also focused on whether local citizens participated in the planning process of their own development.

The primary instrument for data collection used in this study was questionnaires. The findings of the study revealed that municipalities lacked high quality technical skills to manage, administer and source finances to implement sustainable projects. It is therefore recommended that :-

a) For development to be sustainable, all municipalities in the district should design and implement a full participation strategy by all municipal stakeholders and mobilise financial resources to implement projects identified to improve the living standards of communities.

b) Municipalities should expedite the implementation of local economic development strategy to attract sustainable businesses to the area to create jobs and markets for internal and outside suppliers.

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LIST OF ACRONYMS

ANC	African National Congress
e.g.	For example
etc.	et cetera
IDP	Integrated Development Planning
i.e.	That is
LED	Local Economic Development
MULTA	Municipal Leadership Training Academy
MSA	Municipal Systems Act
N	Population
n	Sample
NGO	Non-governmental organisation
SDBIP	Service delivery and budget implementation plan

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Chapter 1

Introduction and orientation

1.1 Introduction

The Integrated Development Planning is regarded as a tool for bridging the gap between the current development reality and the vision of equitable, sustainable development and service delivery. This new planning approach is meant to enable municipalities to develop strategic policy capacity, to mobilise resources and to target its own activities. It is a tool that municipalities can use to become developmentally oriented, as well as to mobilise participation of local communities with the intention of meeting local citizens' social, economic and material needs. It guides and informs all planning, development, management actions and decisions.

This chapter reflects the background to the study on the analysis of the implementation of the integrated development plan with specific reference to Bophirima District Municipality's area of jurisdiction.

The Integrated Development Planning is regarded as a tool for bridging the gap between the current development reality and the vision of equitable, sustainable development and service delivery. This new planning approach is meant to enable municipalities to develop strategic policy capacity, to mobilise resources and to target its own activities. It is a tool that municipalities can use to become developmentally oriented, as well as to mobilise participation of local

communities with the intention of meeting local citizens' social, economic and material needs. It guides and informs all planning, development, management actions and decisions.

This chapter includes background of the study, statement of the problem, objectives of the research, delimitation of the study, rationale of the study, literature review, research design and methodology, data collection technique and study population, analysis and interpretation of results, dissemination of the results and the organisation of the whole study.

1.2 Background of the study

The recognition of local government in Chapter 7 of the Constitution of South Africa Act (Act No. 108 of 1996), as a sphere of government enhances the status of local government as a form of government and of municipalities in particular. This gives local government a new dynamic role as instruments of service delivery. In other words, South African municipalities have been given a Constitutional responsibility to ensure the delivery and management of local services which are keys for economic growth and social equity.

Chapter 7 of the Constitution of the Republic of South Africa, Act (Act No. 108 of 1996) further established category 'B' municipalities in rural areas, therefore giving the district council a new name and additional powers and functions. After the December 2000 local government elections, the name of Bophirima District Council was changed to Bophirima District Municipality (referred to as

category 'C' municipality). In accordance with the Municipal Structures Act, (Act No. 117 of 1998), the municipality is committed to working with citizens, interest groups, communities and all municipal stakeholders to create sustainable human settlements which provide for a decent quality life.

The Bophirima District Municipality is not a completely new structure, it was formally known as Stellaland Regional Services Council responsible for the provision of bulk water, electricity and roads to white farm designated areas which functioned reasonably well. After the first local government elections held in 1995, the name changed to Bophirima District Council. The district council was tasked to assist in the development of new primary structures in rural areas which were previously neglected including the provision of bulk service functions thus widening the area and extending service provision.

Such additional powers and functions meant that the Municipality had to transform its ways of operating in order to build and sustain capacity to meet the new challenges and enable it to perform the legislated powers and functions mandated in the Constitution of the Republic of South Africa. The Bophirima District Municipality's area of jurisdiction is constituted by various areas from the former Transvaal Provincial Administration; Cape Provincial Administration and Bophuthatswana Administration. The district municipality consists of local municipalities (category B); Lekwa-Teemane (formerly known as Bloemhof-Christiana); Greater Taung; Kagisano (Ganyesa-Morokweng); Molopo (Pomfret- Tosca); Naledi (Vryburg, Stella) and Mamusa (Schweizer-

Reneke). Municipal services rendered in by these municipalities differed before 2000 local government elections due to racial segregation; poverty and a low quality of life (are widespread).

The population of the district is approximately ± 480 000 and the area is predominantly rural and poor. The majority of the people have Setswana as their mother tongue while Afrikaans, English, Sesotho and Sixhosa are also spoken by a significant number of people. The rate of literacy in the district is ±60% and most of the adults cannot read or write. The people in the district are burdened with the past where apartheid ignored the needs of the largest percentage of the community for many years. It is thus critical that planning and planning processes under the post-apartheid dispensation should reflect the move and developmental outcomes.

The development in local government in the area is inherently fragmented and unsatisfactory in terms of provision of basic services with specific reference to areas where blacks live (spatial settlement). The establishment of local municipalities in these rural areas is primarily meant to deliver affordable, quality services to the communities, even though there may still be disparities and backlogs for some time as these areas were neglected during the days of apartheid. The amalgamation of these areas meant that the District Municipality had to upgrade standard services which showed differences brought by inequalities inherited from the apartheid government.

According to the Municipal Systems Act, (Act No. 32 of 2000), all municipalities have to produce an integrated development plan which is the most important method of achieving greater facilitation of service delivery, local economic development, coordination and integration. Integrated planning provides local government with a tool to facilitate integrated and coordinated delivery of goods and services within municipalities for the benefit of local residents. Therefore an integrated development plan is a legislative requirement that guides development at local government level.

1.3 Statement of the problem

The demarcation has increased the area of jurisdiction of the Bophirima District Municipality. The area now includes Lekwa-Teemane and Mamusa Local Municipalities which prior to 2000 elections, were part of the Southern District Council. The introduction of integrated development planning processes where the needs of the communities are determined through close consultation with all municipal stakeholders, have increased the hopes of residents. As a result, the demand for infrastructure, improved and better services as appeared in the integrated development plan have drastically increased. Planning too comprehensively has resulted in unrealistic plans that lack the human (expertise) and financial resources for implementation.

1.4 Objectives of the study

The objectives of this study were to achieve the following:-

- To establish the level of participation of all stakeholders,
- To establish whether the five-year strategic plans (integrated development plans) prepared by municipalities are realistic and implementable.
- To determine whether the integrated plans have improved the lives of communities in terms of the provision of basic services, infrastructure and economic development (a better life for all) since the inception of municipal councils in December 2000 within the Bophirima District Municipality.
- To assess the level of capacity of municipal officials and the institutional arrangements' readiness for successful implementation of the municipal Integrated Development Plans.

1.5 Delimitation of the study

There was a need to conduct a study on the implementation of newly introduced systems within the Bophirima District Municipality due to the uniqueness of the district and the rural nature of it. Systems to be investigated are legislated in the Municipal Systems Act (Act No. 32 of 2000) which is public participation and integrated development plans as challenges in improving the

livelihood of local citizens and the development of sustainable projects through local economic development.

1.6 Rationale of the study

The introduction of the Municipal Systems Act (Act No. 32 of 2000) and the Municipal Structures Act (Act No. 117 of 1998), with an integrated development plan as a vehicle to develop communities and a performance management system to ensure that plans are being implemented and resources are being used efficiently demands that municipalities establish developmental plans for the short, medium and long term. Therefore it is important to determine the success of the municipalities in relation to the execution of the integrated development plans.

1.7 Literature review

A critical analysis of the material and literature available relevant and related to the topic, were reviewed for this study. The literature review also focused on government publications such as the Constitution of the Republic of South Africa Act (Act No. 108 of 1996), the White Paper on Local Government (March 1998), Reconstruction and Development Programme (1194), Local Economic Development Frameworks, Municipal Systems Act, (Act No. 32 of 2000), the Integrated Development Planning Guide Packs; White Paper on Traditional Leadership and Governance (July 2003).

1.8 Research methodology

The methodology employed in this study was to a greater extent qualitative, however the quantitative method was also used depending on the nature of the data obtained.

1.8.1 Research design

Structured interviews and a self-administered questionnaire were used as tools to obtain and gather data on the processes followed to prepare the integrated development plan and the progress made on its implementation.

1.8.2 Data collection technique and study population

The researcher conducted structured interviews with Integrated Development Coordinators in seven (7) municipalities within the district. Study population was made of Municipal Managers; Chief Financial Officers, Integrated Development Plan Coordinators, and District-wide Integrated Development Forum; (the forum included: ward committees, women, youth, the disabled, non-governmental organisations (NGO's), businesses and government (sector) departments.

The total population in the district was approximately ± 480 000. The technique used to select the sample size was both the convenience and simple random sampling. The convenience sampling method was

relevant to municipal officials as they are considered to have sufficient information on the development and implementation of integrated plans. The simple random sampling was used for selecting samples from the district-wide integrated development forum.

1.9 Analysis of data and interpretation of results

The result depicted the level of participation of all municipal stakeholders including government departments and the extent at which development has taken place in alleviating poverty and creating jobs. Data were presented in bar charts, tables and or graphs which highlighted the comparison of findings among participants. Services of the statistian were sought from the North West University.

1.10 Dissemination of results

The research findings were discussed at senior management meetings, Mayors' Forum; Municipal Managers' Forum and all municipal councils within the district. This was done with the realisation that the key successful implementation of integrated development planning impacted positively on the lives of the people. The elected political representatives (councillors) have the political capacity to accept the recommendations and influence policy formulation to bring about change to the lives of the communities to which they are accountable (Service Delivery and Budget Implementation Plan – SDBIP).

1.11 Organisation of the study

The study was limited to the Bophirima District Municipality, but it was relevant to all other municipalities across South Africa.

The study is organised as follows:-

Chapter 1

Introduction and orientation

Chapter 2

Literature review

Chapter 3

Research methodology

Chapter 4

Data analysis and interpretation of results

Chapter 5

Summary, findings and recommendations

1.12 Conclusion

This chapter presented the background of the study, statement of the problem, objectives of the study, research methodology and organisation of the study. Literature relevant to the implementation of integrated development planning is discussed in chapter two.

Chapter 2

Literature review

2.1 Introduction

This chapter focuses on the readings, interpretations and evaluation of selected literature carried with a view to finding out information on the implementation of integrated development planning in South Africa with specific reference to the Bophirima District Municipality. The study sought to analyse the progress made in implementing the plan within the district.

2.2 Nature and scope of municipalities

District municipalities (Category C's) have their constituencies as local municipalities (Category B's) giving the district municipality executive and legislative authority. This means that district municipalities do not dead directly with communities. The roles and responsibilities of local and district municipalities suggest a close working relationship between the two structures (Local Government Municipal Structures Act, No. 117 of 1998).

2.3 Integrated approach to developmental local government

According to the Integrated Development Planning Guide Pack (1999:2) the main purpose of analysing integrated development planning is to determine how well municipalities have met their planned developmental objectives as legislated in the Constitution of South Africa Act (Act 108 of 1996) and how likely it is that municipalities can meet their implementation obligations in the

present and in the future. In other words, integrated development planning is a management and developmental tool for municipalities to cope with their new developmental roles (Coetzee et al, 2000-2001:12).

Oranje et al, (2000:4) explains the importance of integration as a linkage and co-ordination among all governmental departments that impact on the operations of a municipality. This means that all policies and legislation produced by sector departments (e.g. Water Affairs, Land Affairs, Transport, Housing, Environmental Affairs, etc.) should interact. Graaf, (1982:40) defines integration as a programme for the simultaneous implementation of multi-purpose planned activities which include among other sectors such as agriculture, industry, services, economic, social, spatial and organisational aspects of the development process.

According to Baker et al, (1997:122) integrated development involves the ability and willingness of different stakeholders within each sector as well as across sectors and locations, to co-operate while having different positions and responsibilities. Therefore the IDP attempts to construct linkages between financial planning, infrastructure investment planning, service delivery and inter-governmental relations.

Integration is a movement away from the fragmented approach of development planning where each sector (e.g. transport, housing) works independently without considering other sectors that might have an impact. Developmental

activities, which were traditionally sector-based need to be coordinated and therefore ensuring a holistic approach to planning. Baker et al, (1997:121) further states that there are barriers to integration such as lack of vision with regard to the possible consequences of continuing unsustainable development paths, lack of capacity and difficulties in handling distributive issues.

2.4 Local economic development (LED)

Coetzee et al, (2000-2001:17) defines local economic development as a process which creates wealth, generates employment and equally distributes income. Taylor (2002:1) describes it as a strategy incorporated in the Integrated Development Plan (IDP) which aims at meeting the needs and improving the quality of life of communities through development of sustainable projects. The author further states that local economic development (LED) has become a prominent form of economic intervention in South Africa and globally. It is a tool meant to improve the quality of life of citizens by creating jobs and alleviating poverty.

In the rural areas, the promotion of local economic development has assumed increasing importance as a complementary strategy to alleviate poverty and create jobs. The strategy aims at establishing community businesses, creating local employment while meeting needs with an intention of using and developing the skills of local people (Cashdan, 1997:2). According to the Umjindi Municipality IDP (2004:4), local economic development is a locally driven process designed to identify, harness and utilise resources to stimulate

the economy and create new job opportunities in line with national key performance indicators as stipulated in the Municipal Systems Act (Act 33 of 2000). LED occurs when local municipalities, businesses, labour, Non-Governmental Organisations (NGO's) and most importantly individuals strive to improve their economic status by combining skills, resources and ideas.

Poverty reduction is likely to be the central aim of local economic policy in post apartheid South Africa. Since unemployment is one of the major causes of poverty in South Africa, a strategy needs to be developed to reduce unemployment. This can be done through the stimulation of sustainable community economic development through projects development, retention and expansion that allows for job creation and local wealth generation (Cole, 1994:50).

In his speech at the launch of the local economic development programme, Ngoako Ramatlhodi (August 2002) indicated that LED programmes aim at creating employment opportunities, redistribution of economic resources through economic growth and development based primarily on local resources.

2.5 Stakeholder participation

Section 29 (2) of the Municipal Systems Act (Act No. 32 of 2000) provides that a district municipality must conduct its own IDP in close consultation with local municipalities. The municipality should make provision for bringing prioritised needs of communities by ward committees through ward councilors, IDP

representative forums, interest groups and all municipal stakeholders. Chapter 4 of the Municipal Systems Act (Act No. 32 of 2000) deals with community participation and requires municipalities to develop a culture that promotes participatory governance. Such governance should encourage and create conditions for the local community to participate in the affairs of the municipality especially in identifying and prioritising their needs which need to be included in the plan.

According to Garcia-Zamor (1985:1), for development to be sustainable, the intended beneficiaries must be engaged in project planning and their continued active participation throughout the implementation stages. Participation can only be attained if processes, mechanisms and procedures developed are user-friendly to people are intended. The author further argues that a real participatory approach often requires an educational campaign to gain the confidence of local residents and to educate the beneficiaries of the importance of their participation. This is a time consuming procedure that often threatens to over-extend the deadlines set by both the funders and the municipality when taking into consideration the five year time frame set for Councilors to plan and implement the developmental plan.

Shepherd (1998:179) raises an argument that development theorists and practitioners have lectured the world about the need for participation of ordinary people in development but that participation lacks analytical tools, practical methods and an adequate theoretical framework. As a result, it has

degenerated into a kind of propaganda to convince audiences that agencies, NGOs, and governments have recognised the necessity of involving people in development activities.

2.6 Implementation of the IDP

Conyers and Hills, (1990:154 – 155) defines the concept of implementation as follows:

"...the whole process of translating broad policy goals or objectives into visible results in the form of specific projects or programmes of action. It is concerned with what happens after the actions required to achieve specific goals or objectives have been identified and presented in the form of actually carrying out these actions".

The following factors which influence the implementation of plans are identified by Conyers and Hills (1990:156),

a) Nature of the planning process
b) Organization of planning and implementation
c) Contents of plans
d) Management and implementation

The preceding discussion implies that implementation requires the cooperation and commitment of a wide variety of people within the project organisation, between agencies involved in the project and among various levels of government supporting the projects. Successful planning leads to plan

implementation when targets groups have participated on an ongoing design of projects (Liebenberg and Stewart, 1997:52). According to IDP Guide Pack (1999:6), municipalities can implement the plan by either facilitating or directly delivering capital development. They can also support and facilitate the implementation by other spheres of government, organisations and groups that use their own resources to deliver in line with the municipal development priorities.

Morss and Gow (1985:109) state that problems encountered in the implementation process of developmental plans are lack of political commitment, lack of relevant skills in running projects, poor project design and inadequate resources.

2.7 Developmental local government

The White Paper on Developmental Local Government (1998:17) defines developmental local government as "government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives".

The Paper further makes provision for the establishment of local municipalities where they did not exist before with the aim of developing those areas in a way, supportive to the Reconstruction and Development Programme (ANC, 1994) which emphasized full participation of civil society, citizens and communities in decision making and development planning, initiatives for better service

delivery and redressing the inequalities of the past and to improve the quality of life for all. It spells out clearly that the key elements required to making IDP useful, practical and implementable are the following:-

- ◊ Development of strategies and clear objectives that will provide broad strategic framework for development. These will be submitted and approved by the Provincial Government.
- ◊ Development of action plans linked to budgets. These two key interlinked action plans i.e. institutional and financial plans, are required to assist municipalities to move from objectives to delivery.
  - Institutional plan includes human resources and human resources development,
  - Financial plan should show how the priorities in the budget change over the plan period in order to achieve the goals set out in the IDP and also how the capital and operational expenditure associated within its integrated development plan is matched by its revenue raising strategy.

2.8 Political accountability

Chapter 5 of the Municipal Systems Act (Act No. 32 of 2000) requires each municipal council to adopt a single, inclusive and strategic plan for the development of the municipal area within a prescribed period after its election to office. A municipality must capacitate its councilors and officials to enable them to foster community participation even though rural communities seem not "interested" in municipal matters. For communities to assess performance of

their elected representatives, they need to be educated about their roles and responsibilities in development planning, as well as the functioning of municipalities (Municipal Systems Act, Act No. 32 of 2000:31). The strong emphasis on training and development is therefore intended to ensure successful implementation of developmental programmes in a sustainable manner (Liebenberg and Stewart, 1997:165).

2.9 Infrastructural development

According to Fox (1994:7) the term infrastructure can be defined as capital investment from which services can be derived for household consumption. Infrastructure comprises of physical projects such as roads, water systems, mass transportation networks, sewer systems, solid waste management, drainage and disaster management.

Infrastructural development may be a device for attracting investment if the planning process is appropriate and feasible. This will create investor confidence and attract more investors when clear targets and time frames for the implementation of projects and programmes are put in place (Coetzee, 2000-2001:15).

According to the Rural Development Framework (1997:7) infrastructure backlog in rural areas is immense. The Framework further stipulates that sustained investment in infrastructure is essential and will be achieved through

consultation with local government structures, community forums and provincial line departments.

Chapter 2 of the Rural Development Framework supports the involvement of the rural people in decisions affecting their lives through participation in rural local government which the Systems Act has highlighted. The Framework states that rural people must prioritise their own needs where local government (municipalities) will take ultimate responsibility for service delivery.

2.10 Traditional leadership in integrated development

According to the White Paper on Traditional Leadership and Governance (2003:31), local government focuses on improving the conditions in rural areas in an integrated manner and bringing about sustainable development. The White Paper makes provision for the traditional leadership to work closely with local government for the reconstruction and development of rural areas. In the Bophirima District people reside in areas under the jurisdiction of traditional leaders. Therefore, the institution of traditional leadership plays an important role in development and service delivery.

The Municipal Structures Act (Act No. 117 of 1998) requires traditional authorities at local level to participate in municipal councils by performing the following functions:

"Supporting municipalities in facilitating community involvement in development

planning processes; communicating community needs to municipalities and other spheres of government; recommending appropriate interventions to government to bring about development and service delivery; participating in the development programmes of municipalities and other spheres of government and promoting indigenous knowledge systems for sustainable development". It is evident therefore that traditional leadership plays an important role in rural land administration and therefore has authority to allow rural municipalities to have access to land to implement integrated development plan (White Paper on Traditional Leadership, 2003:34-35).

2.11 Institutional arrangements

2.11.1 Organisational structure

For the plans to result in effective implementation, it is necessary to have the relevant organisational structure which is aligned to financial resources and IDP to enhance implementation. Human resource is another key ingredient in ensuring successful implementation of plans. The effectiveness of organizing resources depends upon municipal employees' interaction and integration to realise the agreed upon implementation (IDP Guide Pack IV, 1999:23).

2.11.2 Human resources development

For developmental plans to be implemented in a sustainable manner, skilled labour force should be supplied. It is important to

know the functions that are required for implementation as well as ensuring that these functions are allocated where they can be of best advantage to the beneficiaries (IDP Guide Pack, 1999:24).

The other important element of successful implementation of integrated development plan is the supply of the skilled labour force as argued by Webster and Muller (2000:26). In this regard, the economy of a local area is believed to thrive well when there is an adequate supply of skilled and educated labour force, especially in the areas of finance, infrastructural development and technology. The Skills Development Act, (1998) requires that skills for both officials and local people be developed in accordance with potential and future needs of both businesses and industries.

2.12 Financial arrangements

Like any organisation, a municipality needs resources to implement planned programmes for the delivery of basic services and goods to its residents. Municipalities should be able to provide their goods and services in a financially sustainable manner. This implies that municipalities are expected to be in a healthy financial position so as to meet their financial obligations in the short, medium and long terms. This approach also implies that finance plays an important part in municipal service delivery (Berne and Schramm, 1986:2).

The Constitution of South Africa Act (Act No. 108 of 1996), stipulates that municipalities are required to strive to achieve their developmental objectives within their financial and administrative capacities, to ensure that the quality of life of citizens improves. To achieve this, municipalities must have sound planning and application of financial resources with a view of ensuring value for money in providing goods and services. Without effective financial management and administration, the policies adopted cannot be successfully implemented within a given time frame (Adedeji and Rowlands, 1972:33).

Schaeffer (2000:11) defines municipal budget as a "comprehensive plan expressed in financial terms, by which an operating programme is effective for a given period of time". It includes estimates of: a) services, activities and projects; b) expenditure; c) resources. It serves as a management and planning tool to allocate services and goods to all citizens. The IDP Guide Pack (1999:37) emphasises the importance of a financial plan which provides a strategy to budget and allocate resources in an equitable manner. The plan illustrates how priorities in the budget will change over the medium terms to realize the developmental plan. It can therefore, be argued that unless IDPs are incorporated and linked to the municipal budgets, they will run a risk of becoming mere wish lists (Gildenhuys, 1997:17).

The challenge that faces rural municipalities with no tax base like that of the Bophirima District is to deliver better services to residents within a context of

limited financial resources. Van Huyssteen (2000:15) warns that "the perception that devolution of powers and mandates were not accompanied by devolution of funding and capacity enabling local government to fulfill its developmental mandate may result in disinvolvement and can hamper developmental local government." Implementation and service delivery within the municipality require resources and almost all instances, the resources cost money. Success in implementing the IDP is heavily dependent upon the quality of the financial management system.

Taylor (2002:2) states that access to adequate funding remains a problem for many municipalities particularly as the funding application process to central government departments is exceedingly time consuming particularly to rural municipalities with no tax base which invariably disturbs the timeframe for implementation.

2.13 Conclusion

This chapter presented the purposes, nature and scope of district and local municipalities. Literature on the implementation of integrated development planning was extensively discussed. The following chapter presents the research design and methodology.

Chapter 3

Research methodology

3.1 Introduction

Chapter three presents the research design and methodology used to carry out the study. This chapter outlines the design, data collection techniques and study population.

3.2 Research design

According to Yin (1988:19), research design is an action plan used to structure the research from the first step to the last step including the collection and analysis of data. The design shows how all major parts of the research work well together to address the research questions.

3.3 Data analysis

To analyse the data collected, a computer aided programme (MS Excel - XLSTAT) was used to present the results. Bar charts, graphs and tables, depicted the findings of the respondents in an understandable manner as stated by Cohen and Manion, (1985: 410).

3.4 Case study as research methodology

The analysis of the implementation of integrated development planning in the Bophirima District Municipality is basically a case study. The researcher intended to analyse the progress made in the implementation of the integrated

development plan (IDP) within the municipality's area of jurisdiction since the Council's inception in December 2000 and subsequent adoption of the IDP in 2001.

3.4.1 Definition of a case study

a) Babbie (1995:214) defines a case study as a representation of a comprehensive description and components of a social situation, event, organisation, community or nation.

b) Sjoberg et al, (1991: 29-34) defines it as a triangulated research strategy meaning that it involves different kinds of methodologies in data collection.

c) A case study is an ideal method to be used in a research when an in-depth investigation is needed.

d) Polit et al, (1991:207) state that a researcher conducting a case study attempts to analyse and understand the variables that are important to the history, development or care of the subject or subject's problems. As it benefits an intensive analysis, the focus of a case study is typically on determining the dynamics of why the subject of the investigation thinks, behaves or develops in a particular manner, rather than what the status, thoughts, actions and thoughts of the subjects are.

From the above definitions, a case study research is appropriate and relevant for the topic under review because the researcher wanted to conduct an in-depth analysis on the implementation of the municipality's five-year developmental plan.

3.4.2 Functions of case studies

A case study is a useful way to explore the phenomena that have not been rigorously researched and the information obtained in case studies can be extremely useful in the production of hypothesis to be tested in subsequent researches. Polit et al, (1991:208) state that case studies can be used in conjunction with large-scale research projects to serve in an illustrative capacity. Research reports that are filled with extensive statistical information often fail to convey some of richness of the real life subject matter. Therefore it may perfectly be reasonable to predict future behaviour of the research subjects of the case study based on events or relationships experienced by the subjects in the past.

3.4.3 Demarcating case studies

Huysamen (1994:169) states that the unit of analysis in a case study does not necessarily need to be a site or human being but may also involve documents. It is evident that case studies should be defined and demarcated, meaning that boundaries for investigation should be determined.

According to Huysamen a case study research can be divided into the following two categories:-

(i) As a community case study, the researcher will gather more information on what, why and how things are done in a particular community.

(ii) As an organisational case study, the researcher will gather enough information about a particular organisation by placing emphasis on a specific area within the organisation. Therefore, the organisational case study research presents the researcher with an opportunity to either widen or narrow the focus of the research.

From the preceding discussion, it is evident that an investigation on the analysis of the implementation of the Bophirima District Municipality IDP is restricted to be an organisational case study.

The other merit of case studies is that they provide an opportunity to look at issues in depth. They are also flexible because they are able to investigate many cases. The case study approach is particularly useful in that it allows a greater diversity of research methods.

3.4.4 Strengths and weaknesses of case studies

The greatest advantages of case studies are the depth that is possible

when a limited number of institutions or groups are being investigated. Case studies provide the researcher with the opportunity to have an intimate knowledge of the subject's condition, feeling action, intention and environment. On the other hand, this same strength is a potential weakness because the familiarity of the researcher with the subject may make objectivity more difficult, because data are collected by observational techniques for which the researcher is the main and only observer (Polit et al, 1991:120).

3.5 Data collection methods

To collect data on the analysis of the implementation of integrated development plan, the researcher wrote letters together with a questionnaire labelled Annexure A municipal stakeholders to request them to provide with the information required.

3.5.1. Interviews

Cohen and Manion (1985:307), state that a research interview is a 'two-person' conversation initiated by the interviewer for the specific purpose of obtaining research relevant information. This method of obtaining information by the interviewer takes place in a face-to-face situation or through telephone.

3.5.1.1 Structured Interviews

A structured interview refers to a situation in which an interviewer asks each respondent a series of pre-established questions with limited set of responses except where an infrequent open-ended question may be used. The interviewer according to a coding scheme that has already been established records the responses. The interviewer controls the pace of the interview by treating the questionnaire as if it was a theoretical script to be followed in a standardised and straight forward manner. Thus all the respondents receive the same set of questions, asked in the same sequence. This technique therefore has limited flexibility in the way questions are asked or answered (Denzin and Lincoln, 1994: 363).

3.5.1.2 Unstructured Interviews

In an unstructured interview, the questions to be asked are prepared before-hand but the interviewer may depart from such questions as well as their presentation as the situation demands (Berh, 1973:68). This type of interview is mostly employed where the type of information needed is difficult for subjects to express themselves or information is highly sensitive (Legotlo, 1996:32).

3.5.1.3 Usage of interviews

Babbie (1995:324) states that interviews "may be used as a principal means of gathering information that has direct bearing on the research objective; may be used to test hypothesis or to suggest new ones, or as an explanatory device to help identify variables and relationships; may be used in conjunction with other methods in a research undertaking; may also be used to follow up unexpected results or to validate other methods, or to go deeper into the motivation of respondents and their reasons for responding as they do".

3.5.2 Questionnaires

A questionnaire is used in research mostly to collect data relevant to the study. According to Legotlo (1996:29), developing a questionnaire is one of the most delicate and demanding aspect of the entire research process. It is delicate and demanding in the sense that the questionnaire should be clear, unambiguous such that the respondent is in no doubt which answer to provide. The questionnaires were compiled and distributed to the various respondents (refer to Annexure "B' and "C").

3.5.2.1 Advantages of questionnaires

The following are advantages of using questionnaires as stated by Bailey (1994:148):

- Considerable savings of money: A mailed study costs far less than an interview study with the same sample size.
- Time saving: Mailed questionnaires are sent to all respondents simultaneously and most of the replies will be received within two weeks, while interviews are generally performed sequentially and may take months to complete.
- The questionnaire may be completed at the respondent's convenience.
- Greater assurance of anonymity: Since there is no interviewer present who can identify the respondent later, the respondents may be more willing to answer as honestly as possible.
- Standardized wording: Comparison of respondents' answers is facilitated by the fact that each respondent is exposed to exactly the same type of questions. However, differential understanding of questions may lessen this advantage.
- Securing information: Questionnaires give all the respondents an opportunity to consult records, confer with colleagues or conduct a preliminary study before answering the questionnaire.
- Accessibility: Respondents who are widely separated geographically can all be reached for the price of a postage stamp as compared to the expensive travel costs of the interviews.

3.5.2.2 Disadvantages of questionnaires

Although this method of data collection seemed to be cheaper and convenient to research, it had its disadvantages. According to Bailey (1994:150), the following were found to be disadvantages:

- Low response rate: Mailed questionnaires receive a low response rate due to lack of interest in answering the questions
- Many questions may remain unanswered: Lack of understanding questions may lead to respondents not answering or attempting to answer some questions.
- Interpretation of the questions: Respondents may attach different meanings to the same question.
- No control over date of responses: Lack of control over the time the questionnaire is completed can cause a delay in analyzing data.
- Lack of flexibility: With no interviewer present, there can be no follow-ups in questions asked and no probing for specific answers.

3.5.2.3 Administration of questionnaires

Two types of questionnaires (Annexures B and C) were distributed accompanied by a covering letter (Annexure A). Annexure B was directed to the District-Wide Integrated Development Representative Forum (inclusive of ward committees, women,

youths, disabled, businesses, NGO's, community members and sector departments). Annexure C was sent to seven (7) municipalities within the district (i.e. Bophirima, Naledi, Kagisano, Molopo, Greater Taung, Mamusa and Lekwa-Teemane).

3.6 Population

The study population consisted of Municipal Managers; Chief Financial Officers, Integrated Development Plan Coordinators and District-wide Integrated Development Forums which included: community, ward committees, women, youth, the disabled, businesses, Non-governmental organisation (NGO's) and Sector Departments.

3.7 Sampling

It is easier to study a representative sample of a population than to study the entire population. The sample saves time especially if the population is large. It also cut costs of collecting data from every element of a population (Brynard and Hanekom, 1997:43).

3.7.1 Systematic sampling

According to Nachmias and Nachmias (1992:177), a systematic sampling is a convenient method of selecting a sample size from a large population. The population of the district = ±480 000 and the researcher

desired to take a sample size of 60; N= 480000, n = 60. The sample was selected as follows:

$$\frac{N}{n} = \frac{480\,000}{60} = 8000$$

Every 8000th person was selected and included in the sample.

3.7.2 Convenience sampling

This type of sampling offers the researcher a freedom to select whoever is available for inclusion in the sample. Though not a reliable research design, convenience sampling is the easiest to select subjects. Examples include the selection of friends and neighbors who are easy to locate (Saunders et al, 2000:13). This method of sampling was relevant to municipal officials (municipal managers, IDP coordinators/managers, and chief financial officers) targeted as they are considered to have sufficient information and experience on the development, the financing and the implementation of integrated development plans. There are seven municipalities in the district (including the district municipality) and for each municipality the researcher targeted three officials, therefore 21 copies of questionnaires were distributed to municipal officials.

3.7.3 Simple random sampling

This type of sampling is regarded as the basic form of probability sampling applicable to situations where there is no previous information available on the population. This sampling ensures that each population

element has an equal chance of being selected (Lehtonen and Pahkinen: 1994:21).

The remaining 39 copies of questionnaire were distributed to both the members of the community and the district-wide integrated development representative forum which were randomly selected.

3.8 Conclusion

This chapter outlined the empirical method of research employed in the study. It broadly explained the rationale behind the methodology, how the research was conducted and what steps were actually taken to ensure the validity of the data.

Chapter 4

Data analysis and interpretation of results

4.1 Introduction

This chapter presents the analysis and interpretation of the results of the investigation on the implementation of integrated development plan within the district. The primary data collected during the investigation are summarised and discussed. The questionnaire was the main instrument used to collect data and copies of the questionnaire were administered by direct contact and faxes.

4.2 Review of the study

The district has a population of about ±480 000 and more than 70% of the population lives in remote rural areas. The fact that the majority of the population live in remote rural areas presents a major planning challenge to the Bophirima District Municipality compared to areas with high population density where efficient services, infrastructural and economic development are delivered effectively.

The objectives of developmental local government in chapter 7 of the Constitution of the Republic of South Africa Act (Act no.108 of 1996), requires that even the remote rural areas must be developed to improve the living conditions of all the communities.

The overall purpose of the study was to assist the Bophirima District and its local municipalities to identify and strategically address the challenges and constraints that impede the successful implementation of the developmental plans.

4.3 Objectives of the questionnaire

The aim of the structured questionnaire distributed to both municipal officials and integrated development planning (IDP) representative forum, was to achieve the following objectives as outlined in chapter one:-

- To establish the level of participation of all stakeholders,
- To establish whether the five-year strategic plans (integrated development plans) prepared by municipalities are realistic and implementable.
- To determine whether the integrated plans have improved the lives of communities in terms of the provision of basic services, infrastructure and economic development (a better life for all) since the inception of municipal councils in December 2000 within the Bophirima District Municipality.
- To assess the level of capacity of municipal officials and the institutional arrangements' readiness for successful implementation of the municipal Integrated Development Plans.

The presentations of the results depicts whether or not the above objectives were achieved.

4.4 Returned questionnaires

Table 4.1 Response rate

RESPONDENTS	ANNEXURES	DISTRIBUTED	RETURNED	%
IDP Representative Forum	B	39	35	90%
Municipal Officials	C	21	18	86%
Total		**60**	**53**	**88%**

Table 4.1 presents the response rate of the questionnaire as (53) 88%, which was good (i.e. out of 60 questionnaires distributed, 53 were returned).

According to Gay (1992:229), the response rate should at least be 80% to be regarded as adequate for analysis and reporting.

4.5 Presentation of the results

The presentation of the results were divided and presented in two parts. The first part was the results of the returned questionnaire (labelled Annexure B) received from the IDP Representative Forum and the second part was the returned questionnaire (labelled Annexure C) received from municipal officials.

The results are presented in tables, bar charts and graphs as well as a brief interpretation.

4.5.1 PART 1 - Annexure B

The following illustrations present data elicited from the results of questionnaires received from members of the IDP Representative Forum in different municipal areas.

4.5.1.1 Biographical data

The following tables, bar charts and graphs depict biographical data of the respondents from IDP Representative Forum.

Gender, age groups, educational qualifications, municipal residential areas, length of stay in that municipal area, the work status and the different activities that respondents participate in, are outlined.

Table 4.2 Gender of the respondents

GENDER	SAMPLE	RETURNED	%
Male	35	16	46%
Female	35	19	54%
Total	**35**	**35**	**100%**

Table 4.2, shows the gender distribution of the respondents; 16 (46%) were male and 19 (54%) of the respondents were female.

Table 4.3 Age group in years

AGE	SAMPLE	RETURNED	%
Below 20	35	2	6%
21 – 30	35	13	36%
31 – 40	35	9	26%
41 – 50	35	9	26%
Above 50	35	2	6%
Total	35	35	100%

The data in Table 4.3 shows that two (6%) of the respondents were below the age of 20, thirteen (36%) of the respondents were between the age of 21 and 30 years and nine (26%) of the respondents fell within the range of 31– 40 and 41– 50 years of age respectively while two (6%) of the respondents were above 50 years.

Table 4.4 Educational qualifications

EDUCATIONAL QUALIFICATIONS	SAMPLE	RETURNED	%
Standard/Grade 8 and below	35	1	3%
Between Standard/Grade 8 and 12	35	3	9%
Matric/Grade 12	35	13	36%
Diploma	35	8	23%
Junior Degree	35	7	20%
Honours	35	1	3%
Masters Degree	35	0	0%
Doctorate	35	1	3%
None of the above	35	1	3%
Total	35	35	100%

Table 4.4 revealed that one (3%) of the respondents had below Grade 8 as the highest educational qualification, three (9%) acquired educational qualifications between Grade 8 and Grade 12 and 13 (36%) of the respondents obtained Matric/Grade 12 as their highest educational qualification while eight (23%) held Diploma. Seven (20%) of the respondents held degrees as their highest

educational qualifications, one (3%) had an honours degree as the highest qualification. None of the respondents had a masters degree. Only one (3%) acquired a doctoral degree and one (3%) respondent held none of the above-mentioned qualifications. This depicts the literacy rate within the district.

Figure 4.1 Municipal Residential Area

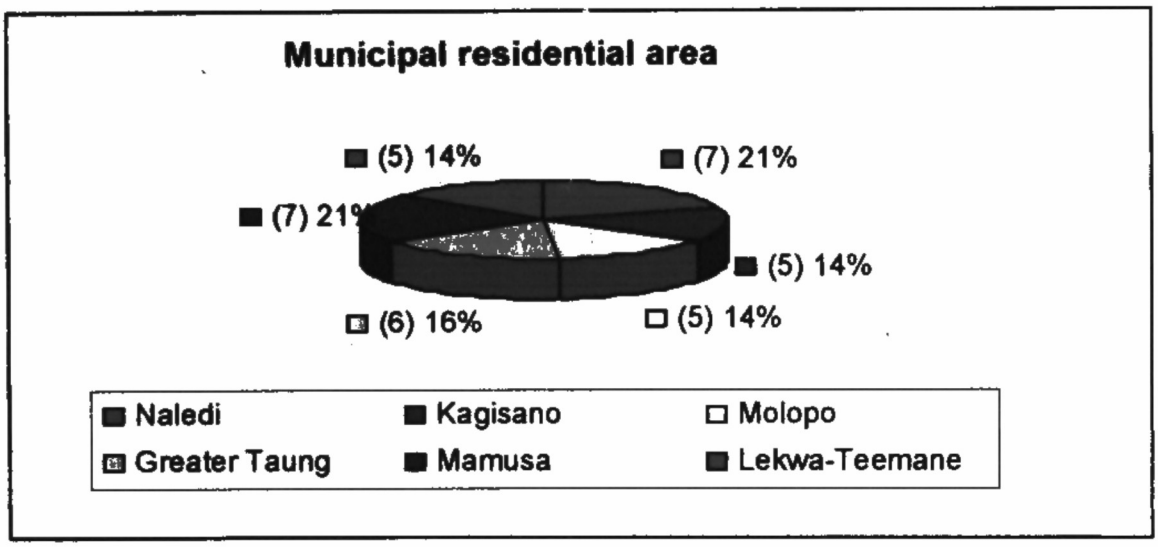


Figure 4.1 shows the response rate by municipal area which was satisfactory. The highest response rate was from both Mamusa and Naledi Local Municipalities which was seven (21%) followed by Greater Taung Local Municipality at six (16%). A relatively low response rate was from Molopo, Kagisano and Lekwa-Teemane Local Municipalities at five (14%) each.

Figure 4.2 Length of Stay in Municipal Area

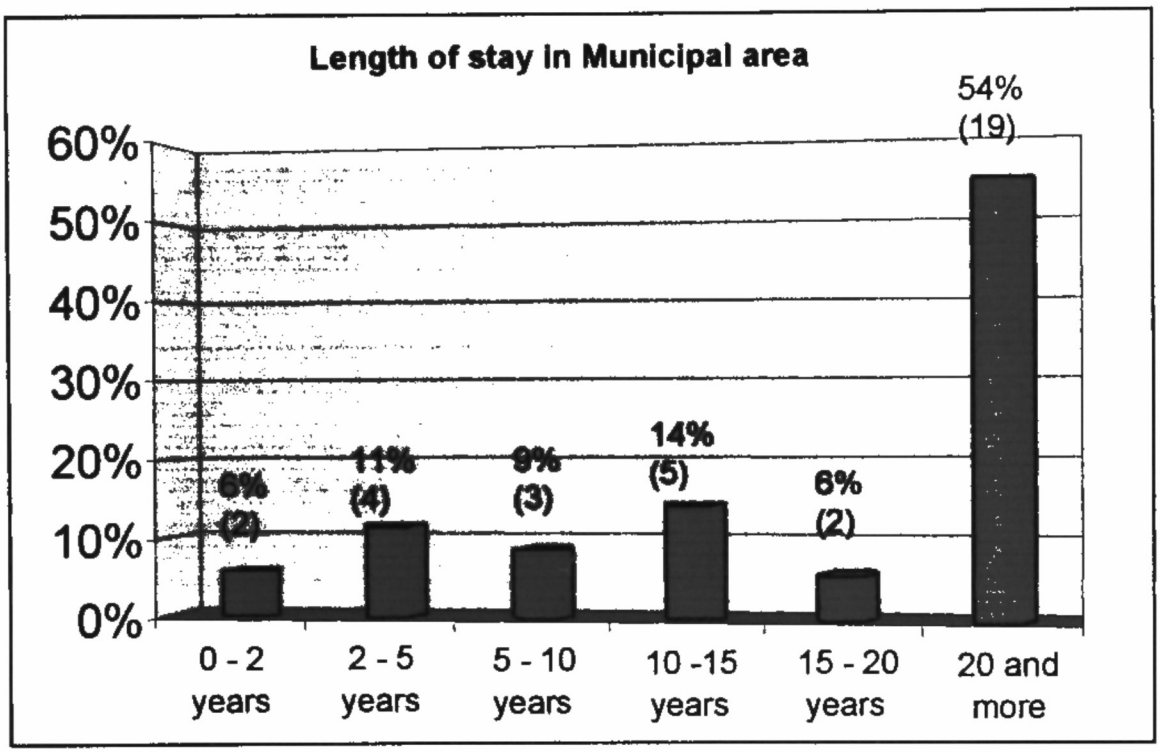


Figure 4.2 shows that two (6%) of the respondents had stayed in their municipal areas for a period of not more than two years. Four (11%) indicated that their length of stay were between two – five years in their municipal areas. Only three (9%) had stayed in their municipal areas for more than five years but less than ten years. Five (14%) said they had resided in their respective municipal areas for a period between ten and fifteen years. Two (6%) had stayed in their areas for a period between fifteen and twenty years while nineteen (54%), had more than twenty years residing in their municipal areas of jurisdictions.

The length of stay in a specific municipal area was a good measure for the respondents to provide the researcher with the level of knowledge that the

respondents might have in connection with developmental projects i.e. pre - 2000 and post - 2000 developmental local government elections.

Table 4.5 Employment Status

EMPLOYMENT STATUS	SAMLPE	RETURNED	%
Unemployed	35	4	11%
Student	35	4	11%
Pensioner	35	1	3%
Self-employed	35	2	6%
Employed (Informal Sector)	35	0	0%
Employed (Formal Sector)	35	20	58%
None of the above	35	4	11%
Total	**35**	**35**	**100%**

Table 4.5 depicts the employment status of the respondents. Four (11%) of the respondents were unemployed and another four (11%) were students while one (3%) of the respondents was a pensioner. Two (6%) of the respondents were self-employed and none of them was employed in an informal sector. A total of twenty (58%) of the respondents were employed in a formal sector, whilst four (11%) did not belong to any of the mentioned categories or they were non-committal.

Table 4.6 Community membership/activities

COMMUNITY ACTIVITIES	SAMPLE	RETURNED	%
Ward committee member	35	1	3%
Women's group	35	2	6%
Youth group	35	9	26%
Disabled	35	1	3%
Businesses	35	2	6%
NGO's	35	1	3%
Sector department	35	2	6%
Community member	35	12	34%
None of the above	35	5	13%
Total	**35**	**35**	**100%**

The data in Table 4.6 shows that one (3%) of the respondents was a Ward Committee Member, two (6%) belonged to women's groups and nine (26%) were members of the youth groups. One (3%) respondent was disabled, two (6%) were affiliated to the business sector and one (3%) belonged to an NGO. Two (6%) were sector departments' representatives, twelve (34%) were ordinary community members whilst five (13%) indicated that they did not actively participate in any of the stated activities.

4.5.1.2 Survey questions

4.5.1.2.1 Integrated development planning

Figure 4.3 Government development initiative (IDP)

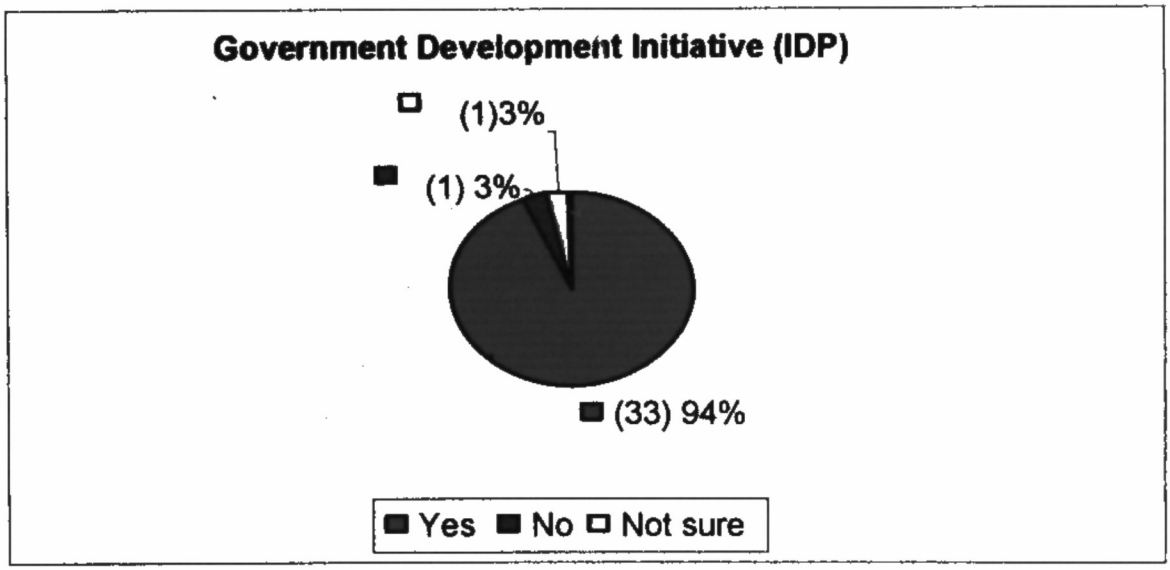


Figure 4.3 shows that one (3%) of the 35 respondents indicated that she or he had not heard about the government's development initiative known as the integrated development planning. One (3%) respondent was not sure whether he/she had heard of the initiative or not. An overwhelming majority of 33 (94%) respondents indicated that they had heard about the government's developmental initiative known as the IDP.

The response rate assisted the researcher a great deal as the participants were able to respond to questions related to integrated development planning.

Table 4.7 Knowledge of the integrated development plan (IDP)

KNOWLEDGE OF IDP	SAMPLE	RETURNED	%
Yes	35	23	66%
No	35	3	9%
Not sure	35	9	25%
Total	**35**	**35**	**100%**

Table 4.7 depicts that 23 (66%) of the respondents had knowledge about the integrated development plan while three (9%) indicated that they had no knowledge of the integrated development plan. Nine (25%) of the total respondents were not sure what the integrated development plan was all about.

Table 4.8 The importance of the plan (IDP)

IMPORTANCE OF IDP	SAMPLE	RETURNED	%
Yes	35	21	60%
No	35	6	17%
Not sure	35	8	23%
Total	**35**	**35**	**100%**

The information in Table 4.8 shows that 21 (60%) of the respondents knew the importance of the plan, six (17%) knew nothing about the importance of the plan while eight (23%) were not sure of what the importance of the plan was.

Table 4.9 Participation in the planning process

PARTICIPATION IN THE PLANNING PROCESS	SAMPLE	RETURNED	%
Yes	35	17	49%
No	35	11	31%
Not sure	35	7	20%
Total	**35**	**35**	**100%**

Table 4.9 shows that 17 (49%) of the respondents participated in the whole planning processes of the integrated development plans, eleven (31%) did not participate at all while seven (20%) were not sure of whether they participated or not.

Table 4.10 Participation in the analysis phase of the IDP

PARTICIPATION IN THE ANALYSIS PHASE	SAMPLE	RETURNED	%
Yes	35	17	49%
No	35	11	31%
Not sure	35	7	20%
Total	**35**	**35**	**100%**

The data in Table 4.10 shows that out of 35 respondents, 17 (49%) participated in the analysis phase of the integrated development plan whilst 11 (31%) did not participate in the first phase (analysis phase) of the IDP. Seven (20%) of the respondents were not sure whether they participated or not.

Table 4.11 Realistic plan

REALISTIC PLAN	SAMPLE	RETURNED	%
Yes	35	13	37%
No	35	4	11%
Not sure	35	18	52%
Total	35	35	100%

Table 4.11 shows that 13 (37%) of the total respondents indicated that the integrated development plans of their municipalities were realistic and implementable while four (11%) said their plans were not realistic. The majority 18 (52%) of the respondents indicated that they were not sure or non-committal of whether their municipal plans were realistic and implementable.

Table 4.12 Perceptions about IDP

Perceptions	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know	Total %
IDP will reduce inequalities among communities	(15) 43%	(16) 46%	(4) 11%	(0) 0%	(0) 0%	(0) 0%	(35) 100%
The IDP will eliminate the injustices of the past	(13) 37%	(19) 54%	(0)) 0%	(0) 0%	(0) 0%	(3) 9%	(35) 100%
The IDP can be implementable if everybody plays their part	(17) 49%	(12) 34%	(6) 17%	(0) 0%	(0) 0%	(0) 0%	(35) 100%
The IDP will lead to increased economic growth	(15) 43%	(12) 34%	(7) 20%	(0) 0%	(0) 0%	(1) 3%	(35) 100%
The IDP is mainly about provision of services for the poor	(7) 20%	(20) 57%	(7) 20%	(0) 0%	(0) 0%	(1) 3%	(35) 100%
The IDP is a mere 'wish-list' and there are no resources to implement it	(15) 43%	(8) 23%	(12) 34%	(0) 0%	(0) 0%	(0) 0%	(35) 100%

Table 4.12 reveals the perceptions of the respondents about integrated development plans. Their perceptions have been expressed ranging from strongly agree; agree; neither agree nor disagree; disagree; strongly disagree and do not know.

a) Strongly agree

Fifteen (43%) of the respondents expressed their perceptions that IDPs were meant to reduce inequalities among communities while thirteen (37%) strongly agreed that the purpose of IDPs were to eliminate the injustices of the past. Seventeen (49%) of the respondents strongly

agreed that IDPs would only be implementable if every stakeholder played his or her part, fifteen (43%) strongly agreed that IDPs would increase economic growth while seven (20%) of the respondents indicated that their strong perception was that IDPs were mainly meant for the provision of services to the poor whereas fifteen (43%) strongly agreed that IDPs were mere 'wish-list' as there were no resources to implement them.

b) Agree

Sixteen (46%) of the respondents agreed that the purpose of IDPs were to reduce inequalities among communities. Nineteen (54%) had their perceptions about IDPS as elimination of the injustices of the past. The results revealed that twelve (34%) of the respondents agreed that IDPs could only be implemented if every stakeholder played their part which would ultimately lead to increased economic growth. Twenty (57%) of the respondents indicated that IDPs were mainly about the provision of services for the poor whereas eight (23%) indicated that IDPs were mere 'wish-lists' with no resources to implement.

c) Neither agree nor disagree

Four (11%) of the respondents neither agreed nor disagreed with the perception of IDPs reducing the inequalities of the past, six (17%) neither agreed nor disagreed with the perception that IDPs would be implementable if everybody played his part whereas seven (20%) neither

agreed nor disagreed with both the perceptions of IDPs leading to increased economic growth and providing services to the poor. Similarly, twelve (34%) neither agreed nor disagreed with the IDPs being mere 'wish-lists' with no resources to implement.

d) Disagree

None of the respondents disagreed with the perceptions mentioned in Table 4.12.

e) Strongly disagree

None of the respondents strongly disagreed with the stated perceptions in Table 4.12.

f) Don't know

Thee (9%) of the respondents indicated that they did not know whether IDPs will eliminate the injustices of the past. One (3%) similar response was received from respondents indicating that they did not know whether the IDPs would lead to increased economic growth and provision of services for the poor.

4.5.1.2.2 Stakeholder participation

Figure 4.4 Attendance of ward/community meetings

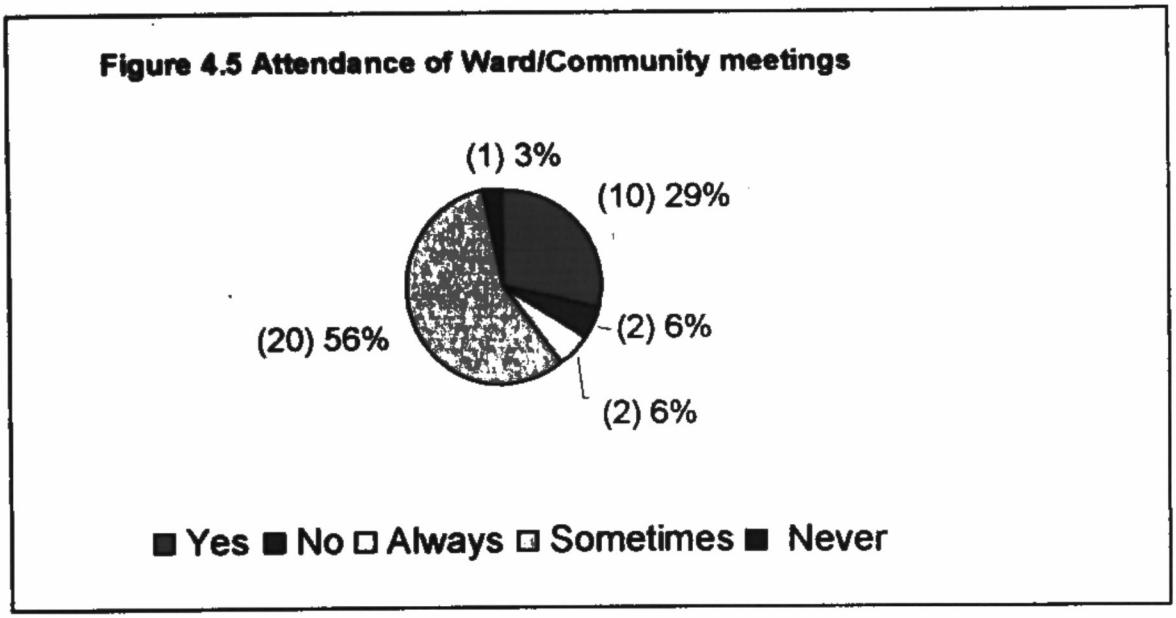


Figure 4.4 shows that one (3%) of the respondents never attended ward/ community meetings whilst ten (29%) attended ward/community meetings. Two (6%) of the respondents did not attend ward/community meetings. Another two (6%) regularly attended ward meetings whilst twenty (56%) sometimes attended ward/community meetings.

Table 4.13 Regular ward/community meetings

REGULAR WARD/COMMUNITY MEETINGS	SAMPLE	RETURNED	%
Yes	35	6	17%
No	35	13	37%
Do not know	35	16	46%
Total	**35**	**35**	**100%**

Table 4.13 shows that six (17%) of the respondents stated that their ward councilors held regular meetings to discuss the needs of the communities, thirteen (37%) indicated that their ward councilors did not hold regular meetings while sixteen (46%) did not know whether their ward councilors held regular meetings or not.

Table 4.14 Participation in community meetings

PARTICIPATION IN MEETINGS	SAMPLE	RETURNED	%
Yes	35	11	31%
No	35	3	9%
Sometimes	35	18	51%
Not always	35	3	9%
Total	**35**	**35**	**100%**

Table 4.14 indicates that eleven (31%) of the respondents stated that they participated in all meetings held, three (9%) did not participate in meetings irrespective of what is being discussed. Most of the respondents eighteen (51%) sometimes participated in community meetings where their developmental needs were being discussed whilst the other three (9%) indicated that they did not always participate in community meetings.

Table 4.15 Awareness of expectation at community meetings

AWARENESS OF EXPECTATIONS	SAMPLE	RETURNED	%
Yes	35	18	51%
No	35	5	14%
Not sure	35	12	35%
Total	35	35	100%

Table 4.15 reveals that most of the respondents eighteen (51%) were aware of what was expected of them at community meetings, five (14%) did not know at all of what was expected of them. Twelve (35%) were not sure of what was expected of them or they did not want to comment on the issue.

Table 4.16 Capacitated to participate in municipal affairs

CAPACITATED TO PARTICIPATE	SAMPLE	RETURNED	%
Yes	35	13	37%
No	35	10	29%
Not sure	35	12	34%
Total	35	35	100%

Table 4.16 reveals that thirteen (37%) of the respondents indicated that they were capacitated to participate in the affairs of their municipalities, ten (29%) had never been capacitated to participate in the affairs of their municipalities while twelve (34%) were not sure whether they were capacitated or not.

4.5.1.2.3. Local economic development (LED)

Table 4.17 Empowerment of Small, Medium, Macro Enterprises (SMME)

EMPOWERMENT OF SMME's	SAMPLE	RETURNED	%
Yes	35	9	26%
No	35	7	20%
Not sure	35	19	54%
Total	35	35	100%

Table 4.17 shows that out of 35 respondents, nine (26%) stated that SMMEs in their municipal areas were empowered whilst seven (20%) of the respondents said that SMMEs were never empowered. Nineteen (54%) of the respondents were not sure whether SMMEs and beneficiaries were empowered to manage projects to be sustainable.

Table 4.18 Benefits from local economic development projects

BENEFITS OF LED PROJECTS	SAMPLE	RETURNED	%
Yes	35	9	26%
No	35	9	26%
Not sure	35	17	48%
Total	35	35	100%

According to Table 4.18, nine (26%) of the respondents stated that they benefited from the local economic development projects whereas nine (26%) stated that they never benefited from any local economic development project. Seventeen (48%) of the respondents stated that they were not sure whether they had received any benefits from the LED projects.

Table 4.19 Progress in service delivery and economic development

PROGRESS IN SERVICE DELIVERY AND ECONOMIC DEVELOPMENT	SAMPLE	RETURNED	%
Progress	35	14	40%
Same	35	15	43%
Regression	35	0	0%
No comments	35	6	17%
Total	**35**	**35**	**100%**

Table 4.19 depicts that fourteen (40%) of the respondents stated that there was no progress in service delivery and economic development whereas fifteen (43%) of the respondents indicated that service delivery and economic development were still the same. None of the respondents indicated that there was regression in service delivery and economic development, six (17%) did not want to comment of the issue.

4.5.1.2.4 Political accountability

Table 4.20 Accountability for poor or non-service delivery

ACCOUNTABILITY FOR POOR OR NON-SERVICE DLIVERY	SAMPLE	RETURNED	%
Yes	35	12	34%
No	35	8	23%
Not sure	35	15	43%
Total	**35**	**35**	**100%**

Table 4.20 shows that most of the respondents, twelve (34%) were familiar with the process of holding councilors accountable for poor or non-service delivery whereas eight (23%) were not familiar with the process of holding councilors accountable. Fifteen (43%) knew nothing about the processes and procedures of holding councilors accountable for poor or non-service delivery.

4.5.2 PART 2 – Annexure C

Analysis and interpretation of the results of questionnaires received from municipal officials.

4.5.2.1 Biographical data

The following tables depict biographical data of the respondents from municipalities. Gender, position in municipalities and the length of service in a similar position are outlined.

Table 4.21 Gender of the respondents

GENDER OF RESPONDENTS	SAMPLE	RETURNED	%
Male	18	12	67%
Female	18	6	33%
Total	**18**	**18**	**100%**

Table 4.21 reflects that most of the respondents twelve (67%) were male which the response rate was higher than the female respondents at six (33%). The fact that male respondents were more than female respondents in this study, suggests that the issue of gender equality was still a problem in municipalities.

Table 4.22 Position in municipality

POSITION HELD IN MUNICIPALITY	SAMPLE	RETURNED	%
Municipal Manager	18	4	22%
Chief Financial Officer	18	3	17%
IDP Coordinator	18	7	39%
Any other	18	4	22%
Total	**18**	**18**	**100%**

Table 4.22 reveals that four (22%) of the respondents were municipal managers while three (17%) were chief financial officers, seven (39%) were IDP coordinators. All seven IDP coordinators from seven municipalities within the District participated in the study. This implies that most of the respondents were involved in the development and implementation of IDPs. Four (22%) held other positions supporting and contributing to the development and implementation of the IDPs such as community liaison officers, LED officers.

Table 4.23 Length of service in similar position

LENGTH OF SERVICE IN SIMILAR POSITION	MUNICIPAL MANAGERS	CHIEF FINACIAL OFFICERS	IDP COORDINATORS	ANY OTHER
0 – 2 years	(0) 0%	(1) 5%	(3) 17%	(3) 17%
2 – 5 years	(4) 22%	(2) 12%	(4) 22%	(1) 5%
5 – 10 years	(0) 0%	(0) 0%	(0) 0%	(0) 0%
Above 10 years	(0) 0%	(0) 0%	(0) 0%	(0) 0%
Total	**(4) 22%**	**(3) 17%**	**(7) 39%**	**(4) 22%**

Table 4.23 depicts the following:

a) **Municipal managers**

The developmental local government system was introduced in December 2000 hence the length of service of all municipal managers,

four (22%) who responded to the questionnaire were between two to five years in a similar position. None of the municipal managers had more than five years experience in a similar position.

b) Chief financial officers

A total of thee (17%) of the respondents were chief financial officers and they were fairly new in their pcsitions one (5%) having a length of service ranging between zero to two years whilst the other two (12%) ranged between two to five years in a similar position. None of the chief financial officer had more than five years in a similar position.

c) IDP coordinators

A total of seven (39%) of respondents were IDP coordinators, three (17%) had less than two years experience in a similar position and the other four (22%) had experience ranging from two to five years in a similar position. None of the IDP coordinators had more than five years experience in a similar position.

d) Any other

Four (22%) of the respondents held other positions including community liaison officers and LED officers who supported and contributed to the development of the integrated development plans. Three (17%) had less than two years experience in a similar position whilst the length of service of one (5%) of the respondents ranged between two to five

years. None of the respondents in this category had more than five years experience is a similar position.

The above findings of length of service were of great importance since the length of service in a similar position and the fact that the developmental system had been newly established impacted on the manner that the plans were developed and implementation. The length of service in general showed that the new system of developmental local government in municipalities was still at an infancy stage.

Survey questions

4.5.2.2.1 Stakeholder participation

4.24 IDP completed and adopted by councils

IDP COMPLETED AND ADOPTED BY COUNCILS	SAMPLE	RETURNED	%
Yes	18	18	100%
No	18	0	0%
Not sure	18	0	0%
Total	**18**	**18**	**100%**

According to Table 4.24, eighteen (100%) respondents indicated that their respective municipalities had completed and adopted integrated development plans.

Figure 4.5 Participation of all stakeholders in the planning process

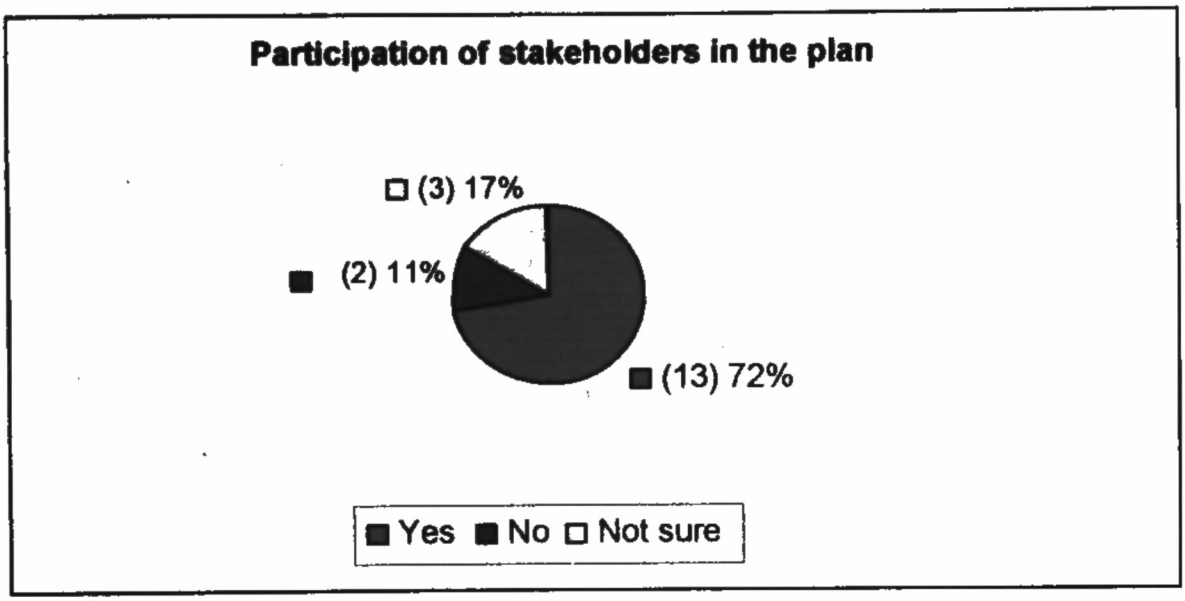


Figure 4.5 reflects that three (17%) participants indicated that there were no full participation by stakeholders at their respective municipalities. Thirteen (72%) of the respondents agreed that all municipal stakeholders participated in the development of the IDPs in their municipalities, while two (11%) indicated that they were not sure whether there was full participation of stakeholders or not.

4.25 Provision for community participation in IDP

PROVISION FOR COMMUNITY PARTICIPATION IN IDP	SAMPLE	RETURNED	%
Yes	18	16	89%
No	18	0	0%
Not sure	18	2	11%
Total	**18**	**18**	**100%**

Table 4.25 shows that a total of sixteen (89%) participants made provisions for the communities to participate in the development of the integrated development plans, whereas two (11%) were not sure whether their municipalities made provision for participation of communities.

4.6.2.2.2 Implementation of IDP

Table 4.26 Progress made in the implementation of IDP

Progress made in implementation	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Do not know	Total %
Municipalities need more time	(8) 45%	(10) 55%	(0) 0%	(0) 0%	(0) 0%	(0) 0%	(18) 100%
There is no sufficient financial resources to implement projects	(11) 61%	(6) 33%	(1) 6%	(0) 0%	(0) 0%	(0) 0%	(18) 100%
Officials and local people lack skills to manage projects	(6) 33%	(10) 56%	(0) 0%	(2) 11%	(0) 0%	(0) 0%	(18) 100%
There is too much backlog on housing, job creation, electricity, supply of clean water and sanitation	(10) 56%	(8) 44%	(0) 0%	(0) 0%	(0) 0%	(0) 0%	(18) 100%
Non-participation and lack of coordination of sector departments	(15) 84%	(3) 16%	(0) 0%	(0) 0%	(0) 0%	(0) 0%	(18) 100%
There is a serious lack of infrastructure development e.g. roads, housing, etc	(11) 61%	(7) 39%	(0) 0%	(0) 0%	(0) 0%	(0) 0%	(18) 100%

The data in Table 4.26 show the respondents expressions that some factors hampered the successful implementation of developmental plans within the district. . The respondents' expression ranged from strongly agree; agree; neither agree nor disagree; disagree; strongly disagreed and don't know.

a) Strongly agree

Eight (45%) respondents strongly agreed that municipalities needed more time, eleven (61%) strongly agreed that there were no financial resources to implement projects. Six (33%) strongly agreed that officials and local people lacked skills to manage projects. Ten (56%) strongly agreed that there were too much backlog on housing, job creation, electricity, supply of clean water and sanitation. An overwhelming number of the respondents, fifteen (84%), strongly stated that non-participation and lack of coordination by sector departments hampered the implementation of the plans. Eleven (61%) of the respondents indicated that there were serious lack of infrastructure development in terms of roads and housing.

b) Agree

Ten (55%) of the respondents agreed that municipalities needed more whereas six (33%) stipulated that they agreed with the statement that there were no financial resources to implement projects. Ten (56%) agreed that official and local people lacked skills to manage projects, eight (44%) indicated that there was too much backlog in on housing, electricity, supply of clean water and sanitation whereas three (16%) agreed that non-participation and lack of coordination by sector departments was the cause of non-implementation of developmental

plans. Seven (39%) agreed that there was serious lack of infrastructure such as roads and housing.

c) Neither agree nor disagree

One (6%) of the respondents neither agreed nor disagreed with unavailability of financial resources to implement projects and serious lack of infrastructure such as roads and housing.

d) Disagree

Two (11%) of the respondents disagreed that officials and local people lacked skills to manage projects.

e) Strongly disagree

Table 4.26 depicts that none of the respondents strongly disagreed with the factors hampering implementation of IDPs.

f) Do not know

Table 4.26 reveals that none of the respondents were non-committal on the factors hampering implementation of IDPS.

Table 4.27 Knowledge of roles of councillors and officials

KNOWLEDGE OF COUNCILORS AND OFFICIALS ROLES	SAMPLE	RETURNED	%
Yes	18	15	83%
No	18	0	0%
Not sure	18	3	17%
Total	**18**	**18**	**100%**

Table 4.27 reveals that fifteen (83%) of the respondents knew the different roles played by both municipal officials and councilors in the development of the plans, whereas three (17%) were not sure about their knowledge of roles of both councilors and officials in the whole process.

4.5.2.2.3 Infrastructure development

Table 4.28 Improvement in infrastructural development

INFRASTRUCTURE DEVELOPMENT	SAMPLE	RETURNED	%
Yes	18	3	17%
No	18	15	83%
Not sure	18	0	0%
Total	**18**	**18**	**100%**

Table 4.28 reveals that three (17%) of the respondents indicated that there was an improvement in infrastructure meant to attract investors in their respective municipalities. Fifteen (83%) indicated that there were no infrastructure developed to attract investors in their municipal areas.

Figure 4.6 Infrastructural development after 2000 local government elections

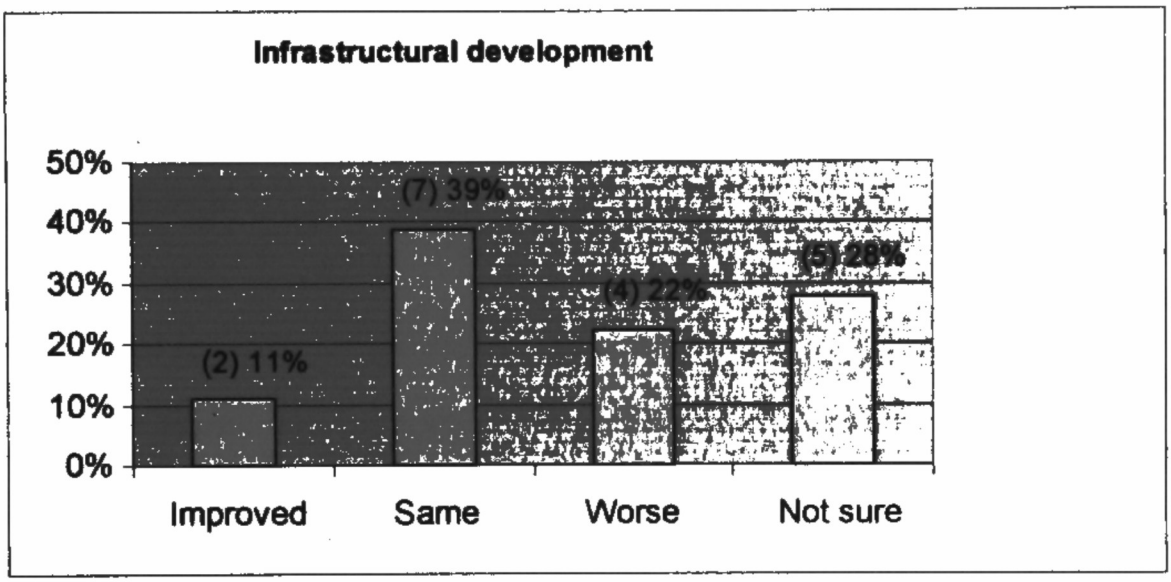


Figure 4.6 shows that two (11%) of the respondents stated that there were new infrastructures developed after the 2000 local government elections. Seven (39%) of the respondents stated that infrastructure developed prior to 2000 local government elections, was still the same pre 2000 local government election, four (22%) of the respondents indicated that after the local government elections held in 2000, infrastructure was worse. Five (28%) indicated that they were not sure whether there were any infrastructures developed or not.

4.5.2.2.4 Traditional leadership

Table 4.29 Traditional leadership in local government

TRADITIONAL LEADERS IN LOCAL GOVERNMENT	SAMPLE	RETURNED	%
Yes	18	9	50%
No	18	9	50%
Not Applicable	18	0	0%
Total	**18**	**18**	**100%**

Table 4.29 depicts that nine (50%) of the respondents indicated that there were traditional leaders in their municipal councils whereas another nine (50%) indicated that they did not have traditional leaders in their respective municipalities.

Table 4.30 Roles of traditional leaders in developmental local government

ROLES OF TRADITIONAL LEADERS IN DEVELOPMENT LOCAL GOVERNMENT	SAMPLE	RETURNED	%
Provision of land for development	18	5	28%
Lack of cooperation with council	18	1	5%
Facilitates community participation	18	1	5%
Communication between council and the tribe	18	5	28%
Other	18	6	34%
Total	**18**	**18**	**100%**

Table 4.30 depicts that five (28%) of the respondents indicated that the role of the traditional leaders in their respective municipalities was to provide land for development. One (5%) participant stated that traditional leaders lacked cooperation with their municipal councils and one (5%) respondent indicated that traditional leaders facilitated community participation. Five (28%) stated that the role of traditional leaders was to facilitate communication between the councils and their tribes. Six (34%), of the respondents indicated that the were

other roles played by traditional leaders, other than the ones stated in the questionnaire. This might be because some local municipalities did not have traditional leaders.

Figure 4.7 Co-existence of traditional leaders and councilors

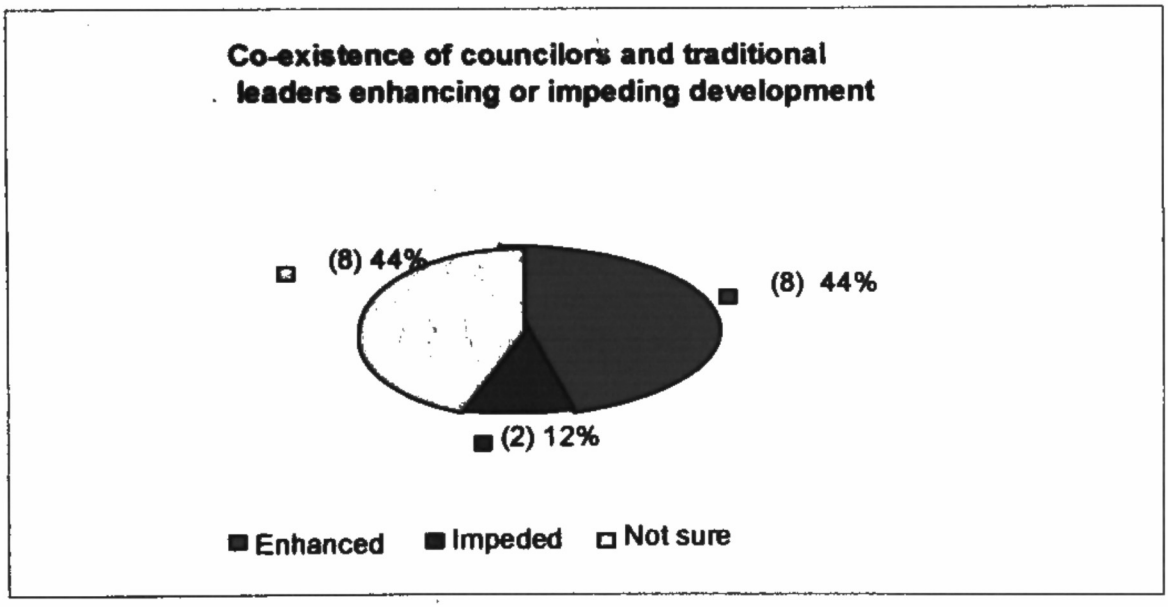


Figure 4.7 indicates that eight (44%) respondents agreed that the co-existence of traditional leaders and councilors enhanced development whilst two (12%) indicated that the co-existence of both traditional leaders and councilors impeded development. Eight (44%) indicated that they were not sure whether the coexistence impeded or enhanced development.

4.5.2.2.5 Institutional arrangements

Table 4.31 Approved organisational structure

APPROVED ORGANISATIONAL STRUCTURE	SAMPLE	RETURNED	%
Yes	18	14	78%
No	18	2	11%
Not sure	18	2	11%
Total	**18**	**18**	**100%**

According to Table 4.31, fourteen (78%) of the respondents had their organisational structures approved and adopted by their respective municipal councils. Only two (11%) of the respondents indicated that their municipalities did not approve organisational structures and another two (11%) was not sure whether it was approved and adopted by their municipal council. This implied that approved and adopted organisational structures were in line with the functions of the municipality as indicated in their IDP documents.

Figure 4.8 Structure addressing municipal objectives

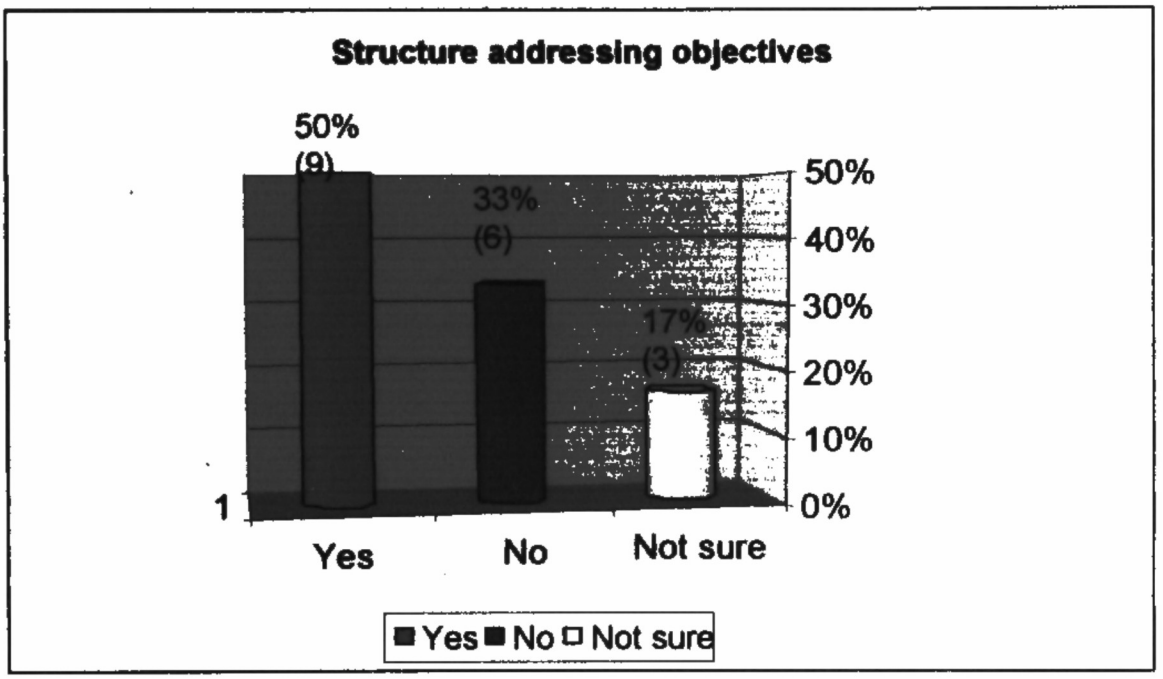


Figure 4.8 shows that nine (50%) of the respondents indicated that their organisational structures addressed the objectives of the municipality as outlined in the IDP document, whereas six (33%) of the respondents indicated that their organisational structures did not address the objectives of the municipality. Three (17%) were not sure whether structures did address the objectives or not.

Table 4.32 Structure adequate for effective operations

STRUCTURE ADEQUATE FOR EFFECTIVE OPERATIONS	SAMPLE	RETURNED	%
Yes	18	13	72%
No	18	3	17%
Not sure	18	2	11%
Total	**18**	**18**	**100%**

Table 4.32 shows that thirteen (72%) of the respondents agreed that their organisational structures were adequate for effective operations. This implies that key positions in municipalities were filled by capable employees. Three (17%) indicated that their organisational structures were not adequate for effective operations. This implied that there were still vacant positions that needed to be filled. Two (11%) of the respondents indicated that they were not sure if their organisational structures were filled by capable employees for effective operations.

Figure 4.9 Training needs analysis

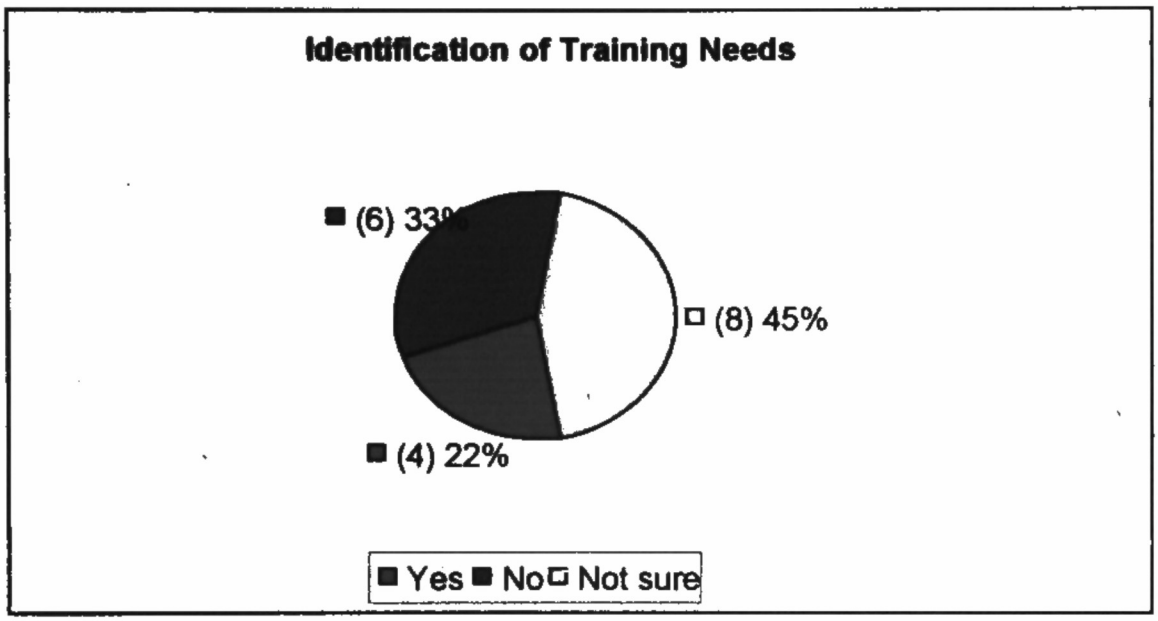


Figure 4.9 depicts that six (33%) of the respondents indicated that skills audits were not conducted in their respective municipalities to identify the training needs of the employees. Eight (45%) indicated that they were not sure whether the skills audit was conducted to identify the training needs. Four (22%) of the respondents agreed that skills audits were conducted to identify training needs relevant to the functions performed by municipalities to meet the objectives as stated in municipal development plans.

4.5.2.2.6. Financial arrangements

Table 4.33 IDP linked to the budget

IDP LINKED TO BUDGET	SAMPLE	RETURNED	%
Yes	18	15	83%
No	18	3	17%
Not sure	18	0	0%
Total	**18**	**18**	**100%**

Table 4.33 depicts that fifteen (83%) of the respondents indicated that their integrated development plans were linked to the budget. This implied that all plans and/or projects that were identified had been budgeted for and/or funding had been sourced for particular projects. Three (17%) indicated that their IDPs were not linked to the budget. This might mean that some of the projects were not budgeted for.

Table 4.34 Non-payment of services

NON-PAYMENT OF SERVICES	SAMPLE	RETURNED	%
Yes	18	15	83%
No	18	1	6%
Not sure	18	2	11%
Total	**18**	**18**	**100%**

Table 4.34 indicates that fifteen (83%) of the respondents indicated that non-payment of services impacted negatively on their development plans as revenues generated must be ploughed back to improve service delivery. One (6%) of the respondents indicated that non-payment of services had no effect in implementing developmental plans. Two (11%) were not sure whether non-payment of services had any impact in the implementation of developmental plans.

Table 4.35 Reliance on sector departments' funding/grants

RELIANCE ON SECTOR DEPARTMENTS FOR FUNDING	SAMPLE	RETURNED	%
Yes	18	18	100%
No	18	0	0%
Not sure	18	0	0%
Total	**18**	**18**	**100%**

Table 4.35 depicts that eighteen (100%) of all the respondents indicated that their respective municipalities relied on grants for project implementation.

Table 4.36 Bureaucratic delay in intergovernmental funding

BUREAUCRATIC DELAY IN INTER-GOVERNMENT FUNDING	SAMPLE	RETURNED	%
Yes	18	16	88%
No	18	1	6%
Not sure	18	1	6%
Total	**18**	**18**	**100%**

Table 4.36 shows that sixteen (88%) of all the respondents agreed that bureaucracy (i.e. red tape) in sourcing funds delayed the implementation of projects, whereas one (6%) indicated that bureaucracy in funding did not delay implementation of developmental projects. Another one ((6%) was not sure whether bureaucracy did or did not delay funding.

4.6 Conclusion

This chapter outlined the findings of the investigation conducted in the analysis of the implementation of integrated development plan in the Bophirima District Municipality. The results of the study showed that the respondents knew what integrated developmental plans were and their importance but did not

participate fully in some of the phases of the development of the integrated plans. For example, the analysis phase.

Chapter 5

Summary, findings and recommendations

5.1 Introduction

This chapter presents a brief summary of the whole study; major findings as well as the recommendations on how integrated development plans can be successfully implemented.

5.2 Summary

The first chapter of the research introduced the study and outlined its background. The statement of the problem expressing the increased hopes of communities with regard to the provision of improved basic services rendered to them, objectives of the study, the method used to carry out the research and the organization of the study were also outlined.

The second chapter presented the nature and scope of municipalities, their constitutional mandate in developing and maintaining the liveability standards of the communities in both rural and urban areas. The content of the chapter also reflected that integrated development planning is a management and developmental tool for municipalities to cope with their new developmental roles. The literature also revealed that municipalities should be committed to

working with all municipal stakeholders to find sustainable ways to meet their social, economic and material needs with the ultimate aim of improving the quality of the lives of all citizens.

Chapter three provided the methodology used to carry out the study. It outlined the design, study population, data collection techniques and the reasons behind the methodology employed in collecting data. The tool used to gather information was the questionnaire, which contained close-ended questions.

Chapter four presented the analysis and interpretation of the collected data. The data was interpreted by using graphs, tables and charts. From the empirical investigation, it became evident that municipalities need to educate stakeholders (communities) in determining their own developments.

5.3 Research Findings

Several findings were revealed to support the objectives of the study in the implementation of integrated developmental plans. The following discussion focuses on the findings in relation to the objectives of the study.

5.3.1 Findings on biographical data

5.3.1.1 District-wide integrated development forum

It was revealed that the district-wide integrated development forum responded satisfactorily to the questionnaire of which 35

out of 39 questionnaires were returned. In addition most of those thirteen (36%) who responded were between 21 and 30 years of age followed by nine (26%) respondents who were between the age of 31 to 40 and 40 to 50.

Thirteen (36%) respondents had acquired grade 12 as their highest educational qualification. The finding supported the expression that the literacy rate in the Bophirima District stood at 60% of which most of the adults could neither read nor write (cf: 1.2).

Furthermore, the biographical data revealed that most of the respondents nineteen (54%) had resided in their respective municipal areas for more than 20 years. The finding supported the statement that the district is predominantly rural and was neglected for many years (cf: 1.2). The results also revealed that twelve (34%) were ordinary community members who did not participate in any of the community activities.

5.3.1.2 Municipal officials

The study revealed that of the total copies of the questionnaire (21) distributed to the municipal officials, eighteen were returned with 100% response from IDP Coordinators (i.e. seven IDP

coordinators – one from each municipality inclusive of the district municipality). It should however be noted that all of the respondents had less than five years length of service (experience) in similar positions. As a result, the developmental local government was still at an infancy stage within the district.

5.3.2.1 Findings on objective one

Regarding the first objective, which was to establish the level of participation of stakeholders, the following were found:-

- The analysis revealed that most of the municipal stakeholders (44) 83% within the district participated in the process of developing their respective municipal IDPs. However, a certain percentage of community members (22) 42% indicated that they were not capacitated to participate in the affairs of their municipalities even though they sometimes attended community meetings.

- Some of the respondents (29) 83%, indicated that their ward councilors did not hold ward committee meetings regularly. That might affect the participation level during meetings of which (17) 49%, did not know what was expected of them during meetings, over and above, (23) 66% who indicated that they did not know anything about the processes of holding councilors accountable for poor or non-service delivery.

- The participation of traditional leaders in the affairs of municipalities was significant in which nine (50%) of the municipal officials indicated that traditional leaders knew their roles and responsibilities in municipalities. Traditional leaders have been fully participating in the development of their tribal lands. This was expressed by a response rate of eight 44% that traditicnal leaders enhanced development in their areas. It must be bome in mind that rural municipalities are the ones with traditional leadership.

- Despite the challenges of non-participation by other stakeholders, all seven municipalities within the district made provision for stakeholder participation in the planning process (analysis phase) of the IDP, (13) 72% of the stakeholders participated and municipalities managed to adopt and approve their IDPs.

5.3.2.2 Findings on objective two

Objective two was to establish whether the five-year strategic plans (integrated development plans) prepared by municipalities were realistic implementable.

- Integrated development planning is a new process in South African municipalities, this was revealed by the enactment of the Municipal Systems Act which came into place in the year 2000 and the length of

service municipal officials had in positions related to the implementation of IDPs in their respective municipalities.

- The study showed that (22) 63% of the respondents were not sure whether their integrated developmental plans were realistic. That created perceptions that IDPs were mere wish-lists as there were no financial resources to implement projects. (15) 84% of the participants indicated that sector departments who were to finance projects lacked commitment, coordination and participation.

- Furthermore, the findings depicted that there were serious backlogs and lack of infrastructure (e.g. roads, housing, etc.) especially in areas that were previously neglected (c.f: 1.2). Fifteen (83%) of the participants said that there were no improvement since December 2000 local government elections.

- The findings revealed that nineteen (19) 54% of the respondents were unsure of the empowerment of SMMEs in their areas. In addition to that fifteen (43%) indicated that there was no progress in economic development. That might be the reason of seventeen (48%) having never benefited from economic development projects.

- The study also revealed that there was a huge shortage of infrastructural development. If sustainable infrastructure was built, it will create

investor confidence and attract more investors which in turn would create jobs and lead to economic growth (cf: 2.9).

- It was found that local economic development is a process of creating wealth, generating employment and equally distributing income (cf: 2.4).

5.3.2.3 Findings on objective three

- Objective three was to determine whether the integrated plans have improved the lives of communities in terms of the provision of basic services, infrastructure and economic development (a better life for all) since the inception of municipal councils in December 2000 within the Bophirima District Municipality.

- The study revealed that nine (26%) of the participants benefited from small, medium, macro enterprises of which nine (26%) benefited nothing at all.

- The study also revealed that fifteen (83%) of the participant indicated that there is no improvement in the development of infrastructure prior to December 2000 local government elections. Eleven (61%) indicated that infrastructure development prior to 2000 local government elections was still the same if not worse as pre 2000 local government elections.

- The results of the study showed that fifteen (43%) of the participants indicated that there is no progress in service delivery and economic development.

5.3.2.3 Findings on objective four

Objective four was to assess the level of capacity of municipal officials and the institutional arrangements' readiness for the successful implementation of IDPs.

- The study revealed that fourteen (78%) of the municipal officials indicated that their organisational structures were approved and aligned to the municipalities' objectives as appeared in the IDPs, seventeen (72%) of the approved structures were adequate for effective operations. The remaining percentage (five) 28% indicated that there were key positions in the structures that were not yet filled.

- The study revealed that there was uncertainty of whether or not the skills audits were conducted. It also showed that sixteen 89% of the respondents agreed that officials and communities lacked skills to implement and manage projects. Therefore insufficient skills among officials contributed negatively towards the implementation of plans. That was supported by the notion that municipalities needed more time to implement IDPs.

- The results of the study showed that IDPs were linked to the budgets which municipalities had drawn based on the information that sector departments would fund some of the projects in totality (100%). However bureaucracy delayed the sourcing of funds and non-payment of services by residents affected the implementation of projects negatively.

5.4 Recommendations

The following are the recommendations that emerged from the study:-

5.4.1 Recommendations on objective one

The literature revealed that all the processes of stakeholder participation are mutually inclusive in making sure that municipalities develop realistic and implementable developmental plans by following correct procedures from the initial stages. According to the Municipal Systems Act (Act 32 of 2000) municipalities are mandated to develop a culture that promotes participatory governance

- Garcia-Zamor (1985) reiterated that for stakeholders to participate fully, campaigns aiming at educating communities about the importance of participating in local government is necessary as lack of participation of communities in identifying and prioritising gives the impression that there is no need to develop their areas and may lead to municipalities imposing projects that communities are not in need of and lack of

ownership of such projects will occur and they may end up being vandalised or not benefiting communities.

- Lack of participation of sector departments may result in projects not being funded and therefore there will be no implementation of IDPs rendering the plans as mere wish-lists.

- Communities should be educated in languages that they understand for planning and participation in their own development. Municipalities should develop appropriate systems to involve communities in the planning, monitoring processes and governance issues. This involves communications systems, information dissemination and feedback mechanisms. At the end communities will know the processes of holding councilors accountable.

- Stakeholder participation (especially communities) is a very important element of any developmental plan. The success or failure of any implementation of developmental plans highly depends on beneficiaries. Communities cannot be expected to participate fully in their own development without having been capacitated.

- More needs to be done to raise awareness on the importance of participation by all stakeholders. This can be achieved by establishing enabling structures such as functional ward committees, local and

community development forums with the purpose of organizing communities to participate in their own development plans and the implementation. Community participation and developmental meetings must be held at times when most of the members of the communities if not all, will be able to attend, i.e. dates, time and venues must be acceptable and convenient to the majority of, if not all stakeholders. The process might be time consuming at the initial stage but will be the correct path towards sustainable development.

- Stakeholder participation (cf: 2.5) is regarded as a key element in developing integrated development plans. The Municipal Systems Act (Act no. 32 of 2000) provides that a municipality must conduct its own IDP in close consultation with stakeholders. In addition to that, municipalities are required to develop a culture that promotes participation. For example, a district municipality must develop its own IDP in consultation with local municipalities. In actual fact, a district municipality's IDP is a consolidation of IDPs from local municipalities.

- For local municipalities to develop their IDPs, they must involve communities, interest groups, sector departments, NGOs and other stakeholders in their areas of jurisdiction. Local municipalities must work closely with traditional leaders to access the tribal land for development.

5.4.2 Recommendations on objective two

Local economic development is regarded as a heart of the economic growth aiming at meeting the needs and improving the quality of life of communities through the development of sustainable projects which will reduce the high rate of employment.

- It is recommended that municipalities engage in intensive local economic development programmes for the growth of the local economic base, where there is high rate of unemployment. Such could be achieved by municipalities recognising the nature of the local economies to attract correct investors into the area. Municipalities should develop local economic programmes in which local citizens, businesses and municipalities plan for the future growth of the area.

- Local economic development is a strategy to alleviated poverty by creating jobs. Such could be achieved when municipalities improve the economic status by combining skills, local resources and ideas and ultimately attract investors with the aim of transferring skills.

5.4.3 Recommendations on objective three

The main purpose of the integrated developmental plans in developmental local government is to improve the quality of life of all citizens and that is the reason why municipalities were established where they did not exist before.

- It is recommended that infrastructure be developed where it lacks. Such could be achieved by making financial resources available to address the backlog of infrastructural development and to provide basic services especially in neglected rural areas where municipalities did not exist before the year 2000 and where rural municipalities do not have a revenue base.

- In addition, the government must reduce bureaucracy in providing financial resources to make implementation possible and to render effective and sustainable services to the citizens. Funds for developments must be made accessible to all who have applied for such funds without having to be channeled to certain institutions before reaching the intended recipients.

- Bophirima District is constituted mostly by rural areas led by traditional leaders therefore, traditional leaders must be encouraged to participate in the municipal affairs as developmental local government focuses more on improving the poor conditions in rural areas caused by negligence of the government prior to 1994.

- Municipalities must work closely with traditional leaders for the development of their respective areas of jurisdiction, implementation of sustainable projects and for better and quality basic services delivery. In such a way, the municipalities can access the tribal land.

5.4.4 Recommendations on objective four

Municipalities must develop organisational structures that are aligned to the objectives in their respective IDPs.

- Such could be realized by having a proper recruitment, selection and retention strategy as human resources is a key ingredient to ensure quality delivery of services to communities. Such could be achieved by attracting skilled employees through the proper implementation of recruitment, selection and retention policy.

- It is recommended that municipalities put more emphasis on improving the skills of municipal employees for future needs of both businesses and local people in terms of the Skills Development Act (1998) so as to develop realistic and implementable plans to deliver quality services that will improve the lives of all citizens. Skills must be developed in line with the powers and functions of the municipality.

- Skills audit of all municipal officials should be conducted with a view to identify training gaps. Skills development at municipal level for both councilors and officials may result in closing training gaps of employees holding technical positions and becoming aware and motivated to plan adequately and implement projects in a more sustainable way.

5.5 Conclusion

It has emerged from the study that municipalities are still facing financial problems in implementing developmental plans. There is a need to involve all municipal stakeholders who are beneficiaries and sector departments who will provide with financial resources to the identified and prioritised projects.

Successful implementation of these recommendations relies heavily on the recruitment and appointment of skilled technical managers, financial managers and municipal managers.

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ANNEXURE A

Letter requesting respondents to participate in the study

ANNEXURE A

P. O. Box 21
Vryburg
8600

31 October 2005

To all respondents

Sir/Madam

Analysis on the implementation of integrated development plan

I am conducting a research study to analyse the progress made in the implementation of integrated development plan in the Bophirima District Municipality.

You are one of the valued municipal stakeholders to participate in this assessment questionnaire. To obtain reliable information, it is necessary that you answer the questions as honestly as you can. Your opinion is very important in this research. You are not required to give your name.

The information that you provide, will be treated as confidential.

Yours faithfully

Dorcas Monye

ANNEXURE B

Questionnaire to District-wide Integrated Development Representative Forum

ANNEXURE B

QUESTIONNAIRE

SECTION A

BIOGRAPHICAL DATA

1. Gender

Male	1
Female	2

2. What is your age group?

YEARS	
Below 20	1
21 – 30	2
31 – 40	3
41 – 50	4
Above 50	5

3. What is your highest educational qualification?

Grade (Standard) 8 and below	1
Between grades(Standard) 8 & 12	2
Matric/Grade 12	3
Diploma	4
Degree	5
Honours	6
Masters	7
Doctorate	8
None of the above	9

4. In which municipal area do you reside?

Naledi	1
Kagisano	2
Molopo	3
Greater Taung	4
Mamusa	5
Lekwa-Teemane	6

5. For how long have you been a resident in that municipal area?

Less than 2 years	1
2 to 5 years	2
5 to 10 years	3
10 to 15 years	4
15 to 20 years	5
More than 20 years	6

6. Which of the following best describes your present work situation?

Unemployed	1
Student	2
Pensioner	3
Self-employed	4
Employed (informal sector)	5
Employed (formal sector)	6
None of the above	7

7. Which of the following best describes your present membership in the community?

Ward Committee member	1
Women groups	2
Youth	3
Disabled	4
Businesses	5
NGO's	6
Sector Department	7
Community member	8
None of the above	9

SECTION B

SURVEY QUESTIONS

1. Integrated Development Planning

1.1 Have you heard of the government's development initiative known as the Integrated Development Plan (IDP)?

Yes	1
No	2
Not sure	3

1.2 Do you know what an integrated development plan (IDP) is?

Yes	1
No	2
Not sure	3

1.3 Are you aware of the importance of the plan?

Yes	1
No	2
Not sure	3

1.4 Have you ever participated in the development planning process in your community?

Yes	1
No	2
Not sure	3

1.5 Did you participate in the needs analysis phase of IDP?

Yes	1
No	2
Not sure	3

1.6 Do you think the plan is realistic?

Yes	1
No	2
Not sure	3

1.7 The IDP is the government's programme to improve the living conditions of the poor. Here are some of the comments we have heard people say about the IDP. Do you agree or disagree with these statements?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
IDP will reduce inequalities among communities	5	4	3	2	1	0
The IDP will eliminate the injustices of the past	5	4	3	2	1	0
The IDP can be implementable if everybody plays their part	5	4	3	2	1	0
The IDP will lead to increased economic growth	5	4	3	2	1	0
IDP is mainly about provision of services for the poor	5	4	3	2	1	0
IDP is a mere 'wish-list' and there are no resources to implement it	5	4	3	2	1	0

2. Stakeholder Participation

2.1 Do you attend ward/community meetings?

Yes	1
No	2
Always	3
Sometimes	4
Never	5

2.2. Does your ward councilor hold regular ward/community meetings?

Yes	1
No	2
Do not know	3

2.3 Do you normally participate in community meetings?

Yes	1
No	2
Sometimes	3
Not always	4

2.4 Are you aware of what is expected of you in community meetings?

Yes	1
No	2
Don't know	3

2.5 Have you been capacitated to participate in the affairs of the municipality?

Yes	1
No	2
Not sure	3

3. Local Economic Development

3.1 Are Small, Medium, Micro Enterprises (SMME) empowered in your area?

Yes	1
No	2
Not sure	3

3.2 Have you or other people in this area already benefited from any local economic development projects?

Yes	1
No	2
Don't know	3

3.3 If you compare the pre-2000 elections era to the post-2000 elections era, would you say there is progress in service delivery and economic development in general?

Progress	1
Same	2
Regression	3
No comment	4

4. Political Accountability

4.1 Are you familiar with the process of holding councilors accountable for poor or non-service delivery?

Yes	1
No	2
Not sure	3

ANNEXURE C

Questionnaire to Municipal Officials

ANNEXURE C

QUESTIONNAIRE

SECTION A

1. Biographical Data

1.1 Gender

Male	1
Female	2

1.2 What is your position in the municipality?

Municipal Manager	1
Chief Financial Officer	2
IDP Coordinator	3
Any other	4

1.3 How long have you been working for the municipality in a similar position?

0 – 2 years	1
2 – 5 years	2
5 – 10 years	3
10 years or more	4

SECTION B

1. Stakeholder Participation

1.1 Has the Integrated Development Plan (IDP) been completed and adopted by Council?

Yes	1
No	2
Not sure	3

1.2 **Did all stakeholders participate in the development of the Plan?**

Yes	1
No	2
Not sure	3

1.3 **Has your municipality made provision for community participation in the development of the integrated development plan?**

Yes	1
No	2
Not sure	3

2. Implementation of IDP

2.1. In your opinion what do you think holds back progress in the implementation of IDP to improve the life of all citizens? Do you agree with the following statements?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Do not know
Municipalities need more time	5	4	3	2	1	0
There is no sufficient financial resources to implement projects	5	4	3	2	1	0
Officials and local people lack skills to manage projects	5	4	3	2	1	0
There is too much backlog on housing, job creation, electricity, supply of clean water and sanitation	5	4	3	2	1	0
Non-participation and lack of coordination of sector departments	5	4	3	2	1	0
There is a serious lack of infrastructure development e.g. roads, housing, etc	5	4	3	2	1	0

2.2 Do you know the roles of councilors and officials with specific reference to the development of IDP?

Yes	1
No	2
Not sure	3

3. Infrastructural Development

3.1 Is there any sustainable infrastructural development meant to attract investors in your municipal area?

Yes	1
No	2
Not sure	3

3.2 After 2000 local government elections, is there any infrastructural development that has been built?

Improved	1
Same	2
Worse	3
Not sure	4

4. Traditional Leaders

4.1 Are there any traditional leaders participating in your Council?

Yes	1
No	2
Not applicable	3

4.2 Which of the following is the role of the traditional leaders in the developmental local government system?

Provision of land for development	1
Lack of cooperation with council	2
Facilitates community participation	3
Communication between council and the tribe	4
Other	5

4.3 Do you think the current co-existence of local councilors and traditional leaders in the area has enhanced or impeded development progress in your area?

Enhanced	1
Impeded	2
Not sure	3

5. Institutional Arrangements

5.1 Is there an approved organisational structure for the municipality?

Yes	1
No	2
Not sure	3

5.2 **Does the organisational structure addresses the objectives as it is required by the IDP?**

Yes	1
No	2
Not sure	3

5.3 **If yes, is the structure adequate to enable effective operations?**

Yes	1
No	2
Not sure	3

5.4. **Have training needs of staff been identified to enable effective service delivery?**

Yes	1
No	2
Not sure	3

6. Financial Arrangements

6.1 **Is the plan linked to the budget?**

Yes	1
No	2
Not sure	3

6.2 **Does non-payment of services impact on the implementation of IDP projects?**

Yes	1
No	2
Do not know	3

6.3 **Does your municipality rely on grants from sector departments for development?**

Yes	1
No	2
Not sure	3

6.4 **Does bureaucracy delay intergovemmental funding on implementation of developmental plans?**

Yes	1
No	2
Not sure	3