

An analysis of the implementation of Integrated Development Planning (IDP) in
Ngaka Modiri Molema District municipality, North West Province.

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DECLARATION

I Thipe Ishmael Mesolo, declare that the work submitted by me for the degree of Master of Administration in Public Administration in the Faculty of Commerce and Administration, Mafikeng Campus, is my own original work and has not been submitted before in any other institution, and that all the sources used and quoted have been acknowledged as complete references.

Signed:

Date:

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2. My father for enabling me to further my studies.
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ABSTRACT

The White Paper on Local Government (1998) provides characteristics of a developmental local government that must feature in Integrated Development Planning (IDP). However, municipalities seem to face significant challenges with regards to service delivery. It must be noted that municipalities exist in a dynamic environment which is characterised by rapid changes. The present democratic government has identified Integrated Development Planning as an integral tool to enhance the provision of services at municipal level. Municipalities must work towards improving the quality of the lives of the people especially in rural areas.

The study utilised the qualitative paradigm in exploring the dynamics underlying the efficient and effective implementation of the Integrated Development Plan in the Ngaka Modiri Molema District. The study sought to identify if there is genuine commitment from management to tackle Integrated Development Planning (IDP) challenges; the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures; the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers; the nature of communication channels between communities and the District; and the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District.



The study found that there is no genuine commitment. The findings also revealed that Integrated Development Planning (IDP) structures, systems, processes and procedures are implemented haphazardly. Furthermore, the skill level was discovered to be insufficient and the communication channels were weak and not stable. The study also revealed that the District has inadequate budget structures, systems, policies and procedures. Nevertheless, based on these findings, the District needs to integrate, consolidate and articulate clearly its commitment and the structures, systems, processes and procedures in place to implement Integrated Development Planning (IDP).

Keywords: Integrated Development planning (IDP), service delivery, municipality, development,

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CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

There are three spheres of government in democratic South Africa, namely; the national, the provincial, and the local government spheres. In these three spheres, the local government sphere is considered to be fundamental due to its proximity to local communities. For this particular reason the government recognised the significant role that local government or municipalities can play in both social and economic development of local communities. To entrench this developmental agenda, the Constitution of the Republic of South Africa of 1996, as amended, provides that all municipalities in the country must adopt a developmental mandate, meaning that in all their actions, decisions and activities they must focus on the improvement of the quality of lives of their residents. The White Paper on Local Government (March, 1998) defines Developmental Local Government as local government that is committed to working with the citizens to find sustainable ways to meet and address their social, economic and material needs in order to improve the quality of their lives.

In line with this constitutional provision, the White Paper on Local Government (March, 1998), identified four characteristics of developmental local government that defined the nature and scope of their activities, namely:

1. Maximising social development and economic growth.

Local government provides communities with services. These services improve environments where people live and ensure that these environments are conducive for economic growth. Local government powers and functions have a developmental impact on the local populace. Therefore, it ensures maximal social development and economic growth.

2. Integrating and coordinating.

To ensure maximum social development and economic growth in communities, different agencies must work together to foster development. They include: national and provincial departments, parastatals, trade unions, community groups and private sector organisations. Local government provides a vision for these agencies to facilitate a sound coordination and integration between them and the local government to maintain maximum development.



3. Democratising development, empowering and redistributing.

Communities and community members are encouraged to participate in the design and delivery of municipal programmes. Development that takes place in communities must be informed by community members. Furthermore, development is distributed equitably. Rural areas must receive their share of development and services provided by local government. The services are provided for rural areas at below cost and give low-income households an opportunity to improve their living conditions.

4. Leading and learning.

Local government comprises municipalities that are strategic, visionary and influential on how they function. The local government learns and adjusts to the changes by which their respective communities seek to be governed. Municipalities formulate strategic policies, mobilise resources to fulfil the basic needs of communities and to achieve their developmental goals.

It is interesting to note that these characteristics of developmental local government are based on certain democratic principles since 1994. Van Dijk and Croucamp (2007:664) highlight that a new developmental state is a state that gives equal emphasis to the concepts of development through performance, managerial, technical and bureaucratic efficiency and effectiveness and institutional rationalism and transformation. On the other hand, while preserving the democracy which grants the poor and marginalised a voice, protects and accrues the rights of citizens, encourages institutional separation of powers and functions, transparent decision making, accountability and effective monitoring and control.

Municipalities are development-oriented and render services that improve the lives of the citizens within the area of their jurisdiction. This Paper further explains the developmental outcomes, which are:

- **Provision of household infrastructure and services.**

Local governments provide household infrastructure to promote social and economic development. Communities have access to water, sanitation, roads, drainage systems, refuse collection and electricity.

- **Creation of liveable, integrated cities, towns and rural areas.**

The current government aims to eradicate apartheid planning that left the spatial structure of cities, towns and rural areas challenged. Local government redistributes basic services to ensure equal access to improve the living conditions of people in cities, towns and rural areas. In the past some areas were neglected.

- **Local economic development.**

Municipalities improve environments where people live. Local government must create conducive environments that draw in investors to create jobs. Partnerships with community groups are established to best cater for the needs of communities.

The current government system is in place to achieve and bring positive change to address the imbalances caused during the apartheid era. Solomon (2002:255) defines an outcome as a practical development result, for instance, a liveable and affordable living environment, reduced poverty, and cleaner air. Furthermore, an output is a product that has value, but does not produce an outcome. Typically, mass produced, low-income housing units may be excellent 'output' products, but may be unaffordable or inflexible, leading to eviction or abandonment and an outcome of continued shack erection.

Incidentally, the White Paper also highlights various tools and/or mechanisms available for municipalities to execute their developmental mandate. These include:

- i. Integrated development planning, budgeting and performance monitoring.**

Municipalities throughout South Africa have to produce an Integrated Development Plan (IDP). Local municipalities use Integrated Development Planning (IDP) to plan for future development in their areas of jurisdiction. This approach aims to overcome the poor planning of the past. All the municipal planning and projects in the Integrated Development Plan (IDP) are indicated in the annual budget and are reviewed annually and amendments can be made.

- ii. Performance management.**

Performance management is important for local government. Municipalities set key performance indicators to ensure that they are in line with the developmental mandate.

Performance management reflects whether municipalities are using their resources efficiently.

iii. Working together with local citizens and partners.

Local governments exercise their powers and functions to benefit the public. Therefore, municipalities promote and encourage the participation of citizens, businesses and community groups in government affairs. Citizens are expected to be active and be given a full sense of participation.

Local governance has changed since the 1990s. It is informed by the pressing need to fast-track service delivery to local communities. Du Plessis (2008:657) is of the view that quick organisational change in South African municipalities has transformed the character of these organisations. Furthermore, rendering services and promoting development within local communities has stood as a constant factor during these changes.

1.2 LEGISLATIVE AND POLICY MEASURES

In addition, several legislative and policy measures have been put in place to support and enable municipalities to achieve their constitutional mandate, and they include; but are not limited to:

1.2.1 Legislative measures

a) The 1996 Constitution of the Republic of South Africa.

It is the supreme law. It is the highest law of the land. This Act is the birth certificate of a new South Africa. The Constitution consists of the fundamental principles that serve as the foundation on which South Africa is governed. It addresses the past injustices and grievances caused during the apartheid era. It sets out the arrangement of local government in the country and the powers and functions of municipalities.

b) The Municipal Structures Act, Act 117 of 1998

The Act provides for the establishment of municipal structures in relation to the type and category of municipality required. It also provides the institutional arrangements of municipalities (political and administrative structures). Furthermore, it presents the criteria to determine which municipal type to be established and the community of the municipality.

c) The Municipal Systems Act, Act 32 of 2000

This Act requires municipalities to formulate core mechanisms, processes, principles, policies and procedures to ensure effective planning, performance management and efficient use of resources. It provides that municipalities adopt systems that will enable them to achieve their constitutional mandate. For instance, municipalities are required to formulate Integrated Development Plans (IDP), and provide various avenues to facilitate public participation.

d) The annual Division of Revenue Act, Act 3 of 2016

The Act is amended annually. The Act sets out to share and allocate the revenue accumulated by the nation equitably amongst the national, provincial, and local spheres of government for each financial year. The divisions vary from one financial year to the other.

e) The Municipal Finance Management Act, Act 56 of 2003

The Act provides for rigorous and sustainable measures for financial management within the local sphere of government. The Act promotes sound municipal transactions and avoids improper and unlawful management of funds in local government.

f) Prevention and Combating of Corrupt Activities Act, Act 12 of 2004

The Act promotes lawful and proper procedures to eliminate any corrupt activities. It provides the offences for any corrupt activities. It also provides investigative measures to probe into any malpractice by a person or institutions. It aims to avoid any criminal action and intensifies the use of proper procedures relating to tenders and contracts.

1.2.2 Policy measures

a) The National Development Plan 2030

It is a long-term plan. The plan strengthens the ability of local government to fulfil its developmental mandate. It aims to eliminate poverty and reduce inequality in communities by transforming the economy. The plan aims to facilitate a responsive, accountable, effective and efficient developmental local government system.

b) Planning, Monitoring and Evaluation Strategic Plan 2015-2020

The policy framework strengthens and enhances the overall performance of municipalities by assessing their relevance, effectiveness, efficiency, impact and sustainability to provide

quality services. Focus is placed on improving the quality of services and enabling communities to monitor them. The strategic plan will increase government accountability by enhancing its planning, evaluation and monitoring processes, systems, framework and tools.

c) The White Paper on Transforming Public Service Delivery, 1997

The White Paper on Transforming Public Service Delivery is also known as the Batho Pele White Paper. This Paper provides the government with principles that will put people first. This policy is an initiative to make public servants service oriented. It ensures that they strive for excellent service delivery and to improve services. The Paper puts pressure on the systems, procedures, and the behaviour of public institutions to serve in favour of the people.

Legislation has advanced over the past years to ensure that government promotes democracy and adheres to the new system of governance. Sing and Pillay (2008:571) submit that the endorsement of the Constitution of the Republic of South Africa, 1996 [hereafter referred to as the Constitution] established the foundations for putting an end to the apartheid paradigm of oppressive, suppressive, unaccountable, and unjust political, social and public administrative systems and practices.



It must be noted that the current government has inherited local government systems that were completely dysfunctional and distressed from the apartheid era. Some of these municipalities were in a state of collapse and paralysis. More disturbing about these incapacitated municipalities is that they were characterised by many challenges that included: lack of proper infrastructure; absence of properly skilled, well-trained and empowered officials; and ill-designed structures, systems, policies and procedures.

These and many other similar problems have imposed a serious burden on the normal functioning of local municipalities throughout the country. This state of affairs motivated the writer to undertake this research to highlight the issue of service delivery. The intent of this scientific work is to explore these pertinent challenges, and to suggest a way forward as to how they should be tackled and resolved.

To achieve its purpose, the study relies on qualitative research methodology and design. The choice of this research paradigm has been informed by the nature of the key research problem and its sub-problems, the research questions, and the research objectives underlying the

study. This study will explore the dynamics underlying the efficient and effective implementation of Integrated Development Planning in the Ngaka Modiri Molema District in the North West Province.

1.3 BACKGROUND OF THE STUDY.

The 1996 Constitution of Republic of South Africa provides for the establishment of Integrated Development Plans (IDP) in municipalities throughout the country. It further requires municipalities to adopt systems, structures, policies and procedures to achieve their objectives. These objectives include: provision of democratic and accountable local government; ensuring provision of basic services to communities in a sustainable manner; promoting social and economic development; promoting a safe and healthy environment; and encouraging the involvement of communities and community-based organisations in the matters of local governance.

The government has put forward several legislative measures and policies to consolidate Integrated Development Planning (IDP) in municipalities. The White Paper on Local Government (March, 1998) supports these legislative and policy measures and further explains the importance and significance of Integrated Development Plans (IDP).

The White Paper identified three categories of municipalities in South Africa, namely: Category A, B and C municipalities.

A. Category A

The White Paper on Local Government (March, 1998) defines that “a Category A municipality has exclusive municipal executive and legislative authority in its area.” An example of a municipality that has exclusive municipal and legislative authority is a Metropolitan.

B. Category B

The White Paper on Local Government (March, 1998) further defines a Category B municipality as “a municipality that shares municipal executive and legislative authority in its area with a Category (C) municipality within whose area it falls.” An example of a Category B municipality is a local municipality.

C. Category C

The White Paper on Local Government (March, 1998) also defines a Category C municipality as “a municipality that has municipal executive and legislative authority in an area that includes more than one municipality.” District municipalities have municipal and legislative authority of an area that consists of local municipalities that are under its jurisdiction.

Therefore, Ngaka Modiri Molema District is a Category C municipality that consists of the following five local (Category B) municipalities: Mafikeng Local Municipality, Tswaing Local Municipality, Ramotshere Moiloa Local Municipality, Ratlou Local Municipality and Ditsobotla Local Municipality. The District exists to facilitate and capacitate the local municipalities under its jurisdiction to prepare and carry out Integrated Development Plans (IDP). The District also adopts its own Integrated Development Plan (IDP) for the region under its jurisdiction.

Municipalities throughout the District are characterised by a series of community protests that are costly, not only financially but also in terms of the lives lost as a result of service delivery issues. This, to a certain extent destabilises the normal functioning of the municipalities and may lead to the collapse and paralysis of local governments.

1.4 PROBLEM STATEMENT

1.4.1 Key research problem

The research problem is the centre of every academic research. Without the research problem, there would not be a need for a researcher to conduct a research. Therefore, a research problem is the issue that is present that motivates a researcher to undertake a study to resolve it. It is clear and well-articulated.

Essentially, Aziah (2011:26) defines a research problem as “a research problem is defined as the issue(s) that causes the researcher to initiate the research study.” A research problem is very focused on one small aspect of a situation or topic.

The key research problem underlying the study is thus stated:

Although there are effective and efficient structures, systems, processes, policies and procedures regarding Integrated Development Planning (IDP) across municipalities, the implementation of Integrated Development Plans (IDP) in the District is somehow dysfunctional.

1.4.2 Sub-problems

Contributing to this key problem might be the following sub-problems:

It might be that:

- The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.
- The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.
- The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District.
- There is a lack of proper communication channels between communities and the District pertaining to the implementation of Integrated Development Plans (IDP) in the District.
- There is insufficient or a complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.

1.5 RESEARCH QUESTIONS

Linked to the above key problem and its sub-problems, the following research questions became apparent:

- Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?
- What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?
- What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District?

- What is the nature of communication channels between communities and the District?
- What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?

1.6 RESEARCH OBJECTIVES

Emanating from the above key research problem and its sub-problems, and research questions, the following research objectives emerged, namely to explore:

- The nature and extent of management’s commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.
- The adequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.
- The officers’ and officials’ skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.
- The nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.
- The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.

1.7 RESEARCH METHODOLOGY AND DESIGN

Within the context of this study, the term “research methodology” refers to the discipline or the study of research methods, while the term “research design” refers to the framework or the blueprint within which the research study is undertaken.

The research approach/paradigm and research design adopted for this study are qualitative in nature. This suggests that qualitative data collection and gathering methods and qualitative data analysis and interpretation techniques will be used in this study. The justification for the selection of this research paradigm is informed by the nature of the key research problem and its sub-problems, the research questions and the research objectives underpinning this study.

1.7.1 Research paradigm

A paradigm illustrates the procedures, processes, and practices that guide the way the research is conducted. Essentially, Johnson and Christensen (2010:31) elucidate the fact that a research paradigm is a perspective about research by a community of researchers that is based on a set of shared assumptions, concepts, values, and practices. More simply, it is an approach to thinking about and doing research.

1.7.2 Research design

A research design is an overall strategy that highlights the action plan of undertaking a research discourse.

The phrase 'research design' is used to describe the overall plan of a particular study. The design is the researcher's plan for answering specific research questions in the most accurate and efficient way possible (Wood *et al*, 2013:39).

1.7.3 Qualitative data collection and gathering.

Data collection and gathering is a systematic process of collecting information to answer questions based on a specific field of interest.

Bialek, Duffy and Moran (2009:184) emphasise that data collection is not an arbitrary action that is done in an unplanned and haphazard manner. If it is done this way, it is a waste of time and energy. It will not provide any useful information that can be used. Therefore, data collection needs to be done in a very rigorous and focused manner following a systematic process.

1.7.3.1 Qualitative data collection and gathering methods.

The tools used in the study to collect and gather data are qualitative in nature. They include, but are not limited to:

a. Participant observation.

Data is collected through participating in ongoing activities while observing participants in their natural setting. Holloway and Wheeler (2013:107) articulate that observation is a data collection method that researchers use to explore, describe, and understand the group or culture under study.

b. Qualitative in-depth interview.

In-depth interviewing involves intensive one-on-one interviews with participants to get their understanding of key themes or concepts of a study. Seidman (2015:3) submits that an in-depth interview is an interest in understanding the life experiences of other people and the meaning they make out of those experiences. Therefore, in-depth interview provides high credibility and face validity and allows researchers the flexibility to apply their knowledge, expertise and interpersonal skills to explore interesting or unexpected ideas or themes raised by participants.

c. Qualitative document study.

Document study is a form of data collection method that derives data from documents such as books, journals, memorandums, and minutes of meetings, agendas and municipal reports. Hammersley (2013:12-13) stresses that qualitative researchers may also use documentary data, such as official reports, newspapers and magazines, photographs, maps, diaries, and so on, without seeking to quantify their content.

d. Qualitative case study.

Data is collected from a case or set of cases that are relevant to a study about a person, group, situation or phenomena that have been studied for a period of time. Berndt and Petzer (2011: 87) explain that a case study is an in-depth study of a particular case or programme of cases for a defined period of time to explore, describe or explain a particular research phenomenon.



1.7.4 Qualitative data analysis and interpretation.

Data analysis and interpretation is a process of examining and transforming data into information that is meaningful to provide solutions. Mouton (2001:108) states that an analysis involves breaking up the data into manageable themes, patterns, trends and relationships. In addition, the aim of analysis is to know the different constitutive elements of one's data through examining relationship between concepts, constructs or variables, and to see whether there are any patterns that can be identified or to establish themes of data.

1.7.4.1 Qualitative data analysis and interpretation techniques.

These are mechanisms appropriate to analyse and interpret the data collected and gathered using the above mentioned tools to collect and gather data. These techniques include, but are not confined to:

a. Qualitative content analysis.

A systematic way of analysing and interpreting information secured from documents gathered and amassed. Forman and Damschroder (2008:40) describe it as a generic form of data analysis in that it is comprised of a theoretical set of techniques which can be used in any qualitative inquiry in which the informational content of the data is relevant.

b. Qualitative case study analysis.

It is a detailed analysis and interpretation of a case or set of cases to identify their patterns, themes and uniqueness. Brecher and Harvey (2002:136) expound that a case studies permit an intensive analysis and synthesis of particular historical sequences, and in doing so, contribute to the process of theory development by helping to clarify the meaning of key concepts and the credibility and reliability of empirical indicators used to explore them, and thereby suggesting additional themes, concepts, and patterns.

1.8 POPULATION.

Population is a group of individuals, units and elements in an area from which a study sample can be drawn and selected. Berndt and Petzer (2011:347) explain that the population is the total collection of elements about which the researcher wants to make inferences meaning that the total group of people who could be asked to participate in the research.

Therefore, the population of this study is the Ngaka Modiri Molema District in the North West Province of South Africa. The District is situated in the western part of the province. The District shares a border with Botswana, and strategically serves as a golden pass-way into other African countries, particularly those that form part of the South African Development Community (SADC).

1.8.1 Description of the population.

According to Ngaka Modiri Molema District Municipality IDP Review (2016:37) Ngaka Modiri Molema is described as consisting of five local municipalities, namely: Mafikeng Local Municipality, Ditsobotla Local Municipality, Ramotshere Moiloa Local Municipality, Tswaing Local Municipality and Ratlou Local Municipality.

Table 1: Graphic presentation of the population.

Municipalities	Population	Household income below R1 601	Employment rate %	Number of households per municipality
Mafikeng Local	291 527	28 254	35.70 %	84 239
Ditsobotla Local	168 902	15 579	28.28 %	44 500
Ramotshere Moiloa Local	150 713	16 022	36.22 %	40 740
Tswaing Local	124 218	12 294	28.69 %	30 634
Ratlou Local	107 339	12 096	43.86 %	26 889
Ngaka Modiri Molema District	842 699	84 245		227 002

Source: Census 2011

1.9 SAMPLE.

A sample is a small part or quantity taken from a big part. In the context of this study, a sample is the participants of the study selected from the population. Chambliss and Schutt (2012:86) define a sample as “a subset of a population used to study the population as a whole.”

1.9.1 Sampling technique.

A qualitative purposive or judgmental sampling is preferable in this study. The justification for this technique lies in the fact that it enables the researcher to use judgement to identify the relevant participants of the study, relevant in the sense that these participants are normally well-conversant with and are constantly dealing with Integrated Development Planning (IDP) in their respective municipalities.

You may appropriately select your sample on the basis of your own knowledge of the population, its elements, and nature of your research aims. In short, it based on your judgement and the purpose of the study (Rubin and Babbie 2009:147).

1.9.2 Description of the sample of the study.

The sample of the study is designed in such a way that it includes all sections and/or departments that deal with Integrated Development Planning (IDP) in both the local municipalities in the district, and the District itself.

The participants of the study will be selected from each local municipality under the jurisdiction of the District, and the District itself. The sample of the study is as follows; one Municipal Mayor, one member of the Mayoral Committee that is responsible for the Integrated Development Plan (IDP), one Municipal Manager, one Chief Financial Officer (CFO), one Integrated Development Plan (IDP) Manager, and four Officials whose activities are in line with Integrated Development Planning (IDP), and ten Community Members who are affected by the Integrated Development Plan (IDP). The study will comprise one hundred and fourteen participants in total.

Table 2: Graphic presentation of the sample.

Municipality	Municipal Mayor	Mayoral Committee member responsible for IDP	Municipal Manager	Chief Financial Officer	IDP Manager	IDP officials	Community members	Total
Mafikeng Local	1	1	1	1	1	4	10	19
Ditsobotla Local	1	1	1	1	1	4	10	19
Ramotshere Moiloa Local	1	1	1	1	1	4	10	19
Tswaing Local	1	1	1	1	1	4	10	19
Ratlou Local	1	1	1	1	1	4	10	19
Ngaka Modiri Molema District	1	1	1	1	1	4	10	19
Total	6	6	6	6	6	24	60	114

Source: Own source.

1.10 SIGNIFICANCE OF THE STUDY.

The significance of this study can be understood in terms of two dimensions, namely: theoretical and practical contributions.

1.10.1 Theoretical contribution.

At theoretical level the study is intended to contribute immensely to the field of study of Public Administration and related fields, in particular Local Government and Municipal Administration, focusing on Integrated Development Planning (IDP).

1.10.2 Practical contribution.

At practical level the study will provide practical know-how to public officials and officers who are tasked with the implementation of the Integrated Development Plan (IDP) in their various local municipalities.

1.11 SCOPE OF THE STUDY.

The focus of this study is around areas dealing with Integrated Development Plans (IDP) within the five local municipalities in the District, including the District itself.

1.12 LIMITATIONS OF THE STUDY.

This research endeavour might be challenged by the following limitations:

- Unavailability of some of the participants needed for the study.
- Participants not disclosing relevant and credible information required for the study.
- Time needed for travelling to local municipalities due to long distances and availability of transport.
- The funding issue might impact negatively on the completion of this study.

1.13 ETHICAL CONSIDERATIONS.

The study will be carried out in line with ethical values and principles that are particularly expressed in the ethical code of the Faculty of Commerce and Administration, North West University (Mafikeng Campus). For this particular reason, an ethical clearance will be sought from the Faculty's research professor.

1.14 PLAGIARISM.

The study gives particular consideration to the fundamental guidelines dealing with issues of plagiarism as provided for in the Faculty of Commerce and Administration, North West University (Mafikeng Campus) guidelines.

1.15 DEMARCATION OF THE STUDY.

The study is demarcated as follows:

1.15.1 Chapter one: Introduction and overview of the study.

This chapter covers the introduction, background of the study, statement of the problem and its sub-problems, research questions, and research objectives of the study. It also covers the aspects of research methodology and design, the significance of the study, population, sample, scope of the study, limitations of the study, ethical considerations, plagiarism, the demarcation of the study, and conclusion.

1.15.2 Chapter two: Literature review and theoretical framework.

This chapter focuses on the review of related literature on the study undertaken and the theoretical framework will be specified. Books, journal articles and documents relating to the pertinent themes underlying this study will be consulted and perused.

1.15.3 Chapter three: Research methodology and design.

This chapter focuses more on the research paradigms, designs, research methods and techniques that characterise a research discourse in social sciences. Focus will be placed on both qualitative and quantitative approaches.

1.15.4 Chapter four: Data collection and presentation, and data analysis and interpretation.

This chapter focuses on the data collection and presentation methods, and analysis and interpretation.

1.15.5 Chapter five: Findings, recommendations, summary and conclusion.

This is the last chapter of the study and it covers the findings, recommendations, summary and conclusion of the study.

1.16 CONCLUSION.

This chapter provided the topic and introduction of the research discourse. It briefly highlighted the characteristics and developmental outcomes of a developmental local government. It also provided the mechanisms and/or tools to utilise for a developmental local government. Furthermore, legislative and policy measures that are pertinent to the study were

provided. The background of the study distinguished between the three categories of municipalities in South Africa.

The chapter highlighted the key research problem and its sub-problems, research questions and research objectives underlying the study. It dealt with the research methodology and research design adopted for the study. The qualitative approach selected for this study was explained. Qualitative data collection and gathering methods for the study were described and are: participant observation, in-depth interview, document study and case study. Data analysis and interpretation techniques (content analysis and case study analysis) for this research discourse were defined. The selection of this research design was justified.

The chapter further elucidated the population of the study from which the sample of the study is drawn. The study employed the qualitative purposive or judgmental sampling technique to establish the sample of this manuscript. Furthermore, the significance of the study was provided and how it contributes at the theoretical and practical levels. It outlined the scope of the study, limitations of the study, ethical consideration, the guidelines pertaining to plagiarism, and the demarcation of the study. The following chapter covers the literature review.



CHAPTER 2: LITERATURE REVIEW.

2.1 INTRODUCTION.

The previous chapter introduced the subject matter and the structure of the study. It also provided the background to the study. It clearly highlighted the key research problem and its sub-problems, research questions and research objectives underlying the study. The chapter further touched on the legislative and policy prescripts and measures impacting on the nature and purpose of the study. More importantly, the chapter dealt with the research methodology and research design adopted for the study and gave a short explanation of the research approach (qualitative) adopted. The chapter also explained qualitative data collection and gathering methods and data analysis and interpretation techniques used. It further dealt with the population and the sample selected. Towards the conclusion, it focused on issues relating to the significance of the study, scope of the study, limitations of the study, ethical considerations, plagiarism, and demarcation of the study.

The current chapter, which is the literature review, is aimed at consulting the most current and relevant literature on pertinent themes, concepts, views and opinions central to the study. The objective is to find a clear understanding of the themes, concepts, views and opinions of other scholars. The literature review remains a fundamental aspect of this research endeavour.

In order to establish and provide a clear contextual theoretical and practical understanding, a number of books, articles and municipal documents will be consulted, perused, analysed, and synthesised. Furthermore, the justification of this approach lies in the fact that the researcher and the readers must have a clear sense and grasp of the context within which the research problem and its sub-problems, the research questions and research objectives underpinning this study should be articulated and addressed.

2.2 CLARIFICATION OF CONCEPTS

The section addresses pertinent concepts central to the study. These concepts are relevant to the study and are therefore clearly defined to consolidate their meaning within the context of this study, namely:

- 1. Integrated Development Planning (IDP);**
- 2. Active Community Participation;**

3. **Performance Management;**
4. **Monitoring and Evaluation; and**
5. **Corruption.**

Furthermore, this section highlights various components, elements, features, characteristics, qualities and other aspects of these important concepts.

2.2.1 Integrated Development Planning (IDP).

Integrated Development Plan is a strategic plan compiled by local municipalities and districts. It provides detailed plans that will bring development to municipal areas in addressing the imbalances of the past. It is an inclusive Plan that consists of various stakeholders that partake in the developmental process. It is a living plan that, even when finalised, is subject to change in due time to suit the needs and expectations of the people.

Municipalities in South Africa are informed and directed by the Integrated Development Plan (IDP) on the issues at hand that affect the local populace under their jurisdiction. It also guides them on which strategies to develop to address the problems in their municipal areas by providing information on the available resources.

Kabeer (2005: 219-220) asserts that Integrated Development Planning (IDP) is a single, inclusive and strategic plan for the development of a municipality. It links, integrates and co-ordinates plans, taking into account proposals for the development of a municipality and aligning the resources and capacity of the municipality with the implementation of plans.

Furthermore, Sebei (2013:17) states that:

Integrated Development Planning (IDP) has been seen as a collective exercise aimed at achieving the developmental goals for the betterment and improvement of the lives of the municipal residents in their particular areas of jurisdiction. In addition to the above, the IDP plays a different role, that of providing a strategic framework for municipal management, budgeting, delivery and implementation, thereby ensuring political accountability and continuity, facilitating interaction and the enhancement of communication and the building of alliances, transforming local government into a vehicle for development, promoting

socio-economic development and assisting municipalities in producing holistic strategies for poverty alleviation and the creation of sustainable livelihoods.

Drakenstein Municipality Integrated Development Plan (IDP) Review Report (2012:3) describes the Integrated Development Plan as “the principal strategic planning instrument to guide and inform all municipal planning, management and development decisions, activities, responsibilities and the budget, and must be based on the development priorities of the area.”

Integrated Development Planning (IDP) is established to assist municipalities meet the aspirations of communities under their jurisdiction. This Plan enables municipalities to interact with local communities to collect crucial information that will lead municipalities to fulfil their developmental mandate as outlined in the 1996 Constitution of Republic of South Africa.

In line with the constitutional provision, the White Paper on Local Government (1998: 27) highlights the following ways that Integrated Development Plans assist municipalities to fulfil their developmental mandate:

- It enables municipalities to align their financial and institutional resources behind agreed policy objectives and programmes.
- It is a vital tool to ensure the integration of local government activities with other spheres of development planning at provincial, national and international levels, by serving as a basis for communication and interaction.
- It serves as a basis for engagement between local government and the citizenry at the local level, and with various stakeholders and interest groups. Participatory and accountable government only has meaning if it is related to concrete issues, plans and resource allocations.
- It enables municipalities to weigh up their obligations and systematically prioritise programmes and resource allocations. In a context of great inequalities, integrated development plans serve as a framework for municipalities to prioritise their actions around meeting urgent needs, while maintaining the overall economic, municipal and social infrastructure already in place.

- It assists municipalities to focus on the environmental sustainability of their delivery and development strategies. Sustainable development is development that delivers basic social and economic services to all, without threatening the viability of the ecological and community systems upon which these services depend.
- It helps municipalities to develop a holistic strategy for poverty alleviation. Poverty is not just about low household income. It includes other aspects of deprivation such as a lack of assets to help households cope with shocks and stresses, a lack of the resources or contacts necessary to secure political advantage, a lack of access to education, health care and emergency services, and the lack of safe, secure, and adequately sized housing with basic services.

2.2.1.1 Components of an Integrated Development Plan (IDP).

An Integrated Development Plan (IDP) consists of various elements to ensure municipalities meet their developmental mandate. The Municipal Systems Act, Act 32 of 2000, section 26 points out the core components to be reflected in an Integrated Development Plan. They are as follows:

- a) The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
 - b) An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
 - c) The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
 - d) The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
 - e) A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
 - f) The council's operational strategies;
 - g) Applicable disaster management plans;
 - h) A financial plan, which must include a budget projection for at least the next three years;
- and

- i) The key performance indicators and performance targets determined in terms of section 41.

Municipal Integrated Development Plans (IDP) vary according to municipalities. Therefore, the planning and allocation of resources will not be the same. Municipalities throughout South Africa face challenges caused during the apartheid era. Apartheid planning left the country with racially divided areas and unequal distribution level of services.

Furthermore, the White Paper (1998: 27) provides that municipalities face immense challenges in developing sustainable settlements which meet the needs and improve the quality of life of local communities. To meet these challenges, municipalities will need to understand the various dynamics operating within their area, develop a concrete vision for the area, and strategies for realising and financing that vision in partnership with other stakeholders.

In order to address these problems the mandate of the government is that every municipality in South Africa should produce an Integrated Development Plan (IDP), in which the city's future is mapped over the short, medium and long term. Issues that are considered include spatial planning, disaster management, finances, performance targets, and economic development (Sirayi 2004:151).

2.2.1.2 Advantages of an Integrated Development Plan.

Integrated Development Plan is a five year plan. Although they vary from municipality to municipality, they provide the same benefit to all municipalities.

Lehanya, Reddy and Karodia (2016: 2) outline the following as the advantages and benefits of undertaking integrated development planning (IDP):

- **Prioritisation and allocation of scarce resources to areas of greatest needs;**

Municipalities are faced with an economic problem. They have to satisfy the unlimited needs of communities with limited resources. Prioritisation is a key aspect in addressing these needs using limited resources. It enables municipalities to focus on pressing issues that are more important. Integrated Development Planning assesses the current situation of a municipal area and identifies areas of concern that need to be developed.

- **Achieving sustainable development and growth;**

Municipalities in the country are expected by law to develop an Integrated Development Plan. This document provides a developmental plan for municipal areas. Areas that were neglected during the apartheid era are catered for in the Plan. The quality of life of the people in rural areas is improved by the Plan to reduce inequalities and poverty.

- **Strengthens democracy;**

Integrated Development Planning is a participatory process. It calls for public participation in the planning and implementation process. It is democratic in nature. The Plan encourages transparency and accountability.

- **Promotes co-ordination between local, provincial and national government;**

Integrated Development Planning (IDP) increases and encourages sound communications between the three spheres of government. Cooperation between the spheres of government is beneficial to the country. The national government formulates policies that are in line with developmental priorities of municipalities.

- **Encouraging both local and international investments;**

Communities are as good as their Integrated Development Plans. A well-planned, articulated and attractive document draws in investors and businessmen and women to operate in communities. Subsequently, jobs are created and community members are provided with skills.

- **It helps to speed up delivery.**

Integrated Development Plan is a five-year plan. Resources are distributed to areas that are least serviced and provided with the necessary services. They are utilised effectively and efficiently. The Plan ensures development occurs within the five year period.

2.2.2 Active Community Participation.

In the context of this study, active community participation refers to the involvement of communities in government affairs. Community participation is not a one-way channel which is controlled by the government. It is a flow of communication between citizens and the government. It creates a platform for municipalities to interact with communities under their

jurisdiction about development programmes and projects. However, members of the community are not only informed but are also included.

Buccus *et al.* (2007:6) state that active community participation is a process in which stakeholders influence and share control over development initiatives, decisions and resources that affects them. In the same vein, Williams (2006:197) articulates that community participation is understood as the direct involvement of a community in the planning, governance and overall development of programmes at local or within the local government level. Gibson (2006:7) states that community participation happens when ordinary citizens come together with municipalities to deliberate and take action collectively to address problems. Rower and Frewer (2004:13) agree that public participation is a practice of consulting and involving members of the public in the agenda-setting and decision-making activities of organisations or institutions responsible for policy development.

Subsequently, municipalities must capacitate community members with the necessary skills and knowledge. This will enable the citizens to clearly articulate and express their needs and utilise the platforms formulated to foster public participation. Community participation is a means of empowering people by creating the space for them to engage in developing their skills and abilities to negotiate their needs in the face of forces that often appear to obstruct and discourage them (Tshabalala and Lombard, 2009: 397).

It is interesting to note that the above definitions provided by the various authors are based on certain core values of public participation. These values are provided by the International Association for Public Participation (IAP2) as follows:

1. The public should have a say in decisions about actions that affect their lives;
2. Public participation includes the promise that the public's contribution will influence the decision;
3. The public participation process communicates the interest and meets the process needs of all participants;
4. The public participation process seeks out and facilitates the involvement of those potentially affected;
5. The public participation process involves participants in defining how they participate;
6. The public participation process communicates to participants how their input affected the decision; and

7. The public participation process provides participants with the information they need to participate in a meaningful way.

2.2.2.1 Types of public participation

Communities are provided with the opportunity to participate in development programmes and projects. The following typologies of public participation listed by Petty et al (1995:61) show the types of participation the people experience and can utilise. They are, namely:

A. Passive participation.

Passive participation occurs when people are told what is going to happen or what has happened already. Communities accept what is being told and are not afforded the opportunity to make any comments. If any, project managers discard and ignore public responses. Parashar, Sharma and Shaw (2011:178) describe that the passive participation is like a unilateral announcement where people's voices are ignored and the scope of information sharing flows between professionals.

B. Participation in information giving.

Community members participate by providing information. This form of participation is carried out using questionnaires or surveys issued out to members of the community to answer. The findings and evaluations of these approaches are not given back to communities. Osnes (2013: 172) asserts that people participate by answering questions posed by extractive researchers using questionnaires/surveys or similar approaches. People do not have the opportunity to influence proceedings as the findings of the research are neither shared nor checked for accuracy.

C. Participation by consultation.

Community members come together with project managers to discuss, debate, negotiate and design development projects for their area. However, the process of consultation does not imply that the views expressed by the residents are taken into consideration during decision making. Rombouts (2004:79) accentuates that participation by consultation is when individuals are consulted through answering questions or by giving their opinions. However, consultation does not imply that their views are taken into account at the level of decision making.

D. Participation for material incentives.

This type of participation involves people taking part in projects or programmes by providing resources to get something in return. In these projects or programmes, farmers offer project managers use of their farms for a certain period in return for money or food. Parashar, Sharma and Shaw (2011:178) advance that participation for material incentives is giving information or resources to the outsiders in return for food, cash, or other incentives. The local people have no role in further activities when incentives end.

E. Functional participation.

People come together to perform special tasks. Therefore, community members participate by forming groups that perform special activities that are in line with the objectives of the project. Hanrahan (2010:190) alludes that participation is seen by external agencies as a means to achieve project goals, especially to reduce costs. People may participate by forming groups to meet predefined project objectives.

F. Interactive participation.

All stakeholders participate together in a joint analysis. They discuss and design action plans. Communities have the power to influence decisions on how available resources are used. This type of participation strengthens local institutions.

In addition, Salm, Clark and Siirila (2000: 67) emphasise that:

People participate in joint analysis, development of action plans and formulation of local institutes. Participation is seen as a right, not merely as a means to achieve project goals. The process involves participatory methods that yield the perspectives of different community groups, structured learning processes and problem solving approaches. Groups take control of local decisions and determine how available resources are used.

G. Self-mobilisation.

This type of participation is when people take a stand by taking initiatives. The people then, participate by forming groups or organisations to plan, carry out and evaluate activities that improve their social well-being.

Lawrence (2011: 932) describes self-mobilisation as:

People participate by taking initiatives independent of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need but retain control over how resources are used. Self-mobilisation can spread if governments and non-government organisations provide an enabling framework of support. Such self-initiated mobilisation and collective action may or may not challenge existing inequitable distributions of wealth and power.

2.2.2.2 Modes of public participation.

There are ways in which community participation is expressed and experienced by people. Matshe (2009:19) accentuates that it seems public participation has come to mean different things to different people. The modes of public participation are seemingly considered with the intention of relating the value derived from the process with the level of actual involvement of ordinary people in governance. Furthermore, Mathur (1986:39) concludes that each of the aforementioned public participation modes represents elements of the participation continuum which includes anti-participatory, manipulative, and incremental and authentic public participation modes.

1. Anti-participatory Mode.

This mode of participation encourages and stands for no participation at all. Communities are not cared for and are ignored. Therefore, social developments are not evident. Midgley *et al.* (1986:39) stress that the anti-participatory mode is congruent with Marxian and elite theories which hold that the state is not interested in the poor and that it supports neither community participation nor social developments. Instead, the state acts on behalf of the ruling class, furthering their interest, the accumulation of wealth and the concentration of power.

2. Manipulation Mode.

Communities are tricked into a sense of active participation. Participation in the manipulative mode is not transparent and open. Midgley *et al.* (1986:40) further assert that in a manipulative mode of participation, the state supports community participation but does so for ulterior motives. Amongst these are the desire to use community participation for

purposes of political and social control and recognition that community participation can reduce the costs of social development programs and facilitate implementation.

3. Incremental Mode.

Participation in incremental mode is not provided with the relevant support. However, it is practiced. Bob (1998:40) articulates that incremental mode is characterized by official support for community participation with a vaguely formulated or poorly implemented policy. It does not seek to suppress community participation, but fails to provide adequate support.

4. Authentic public participation.

This mode of participation offers genuine participation to community members. Members of the public are directly involved and have influence on development programmes or projects. King, Felty and Susel (2008: 388) assert that authentic participation is a deep and continuous involvement in administrative processes with the potential for all involved to have an effect on the situation.



2.2.3 Performance Management

Performance management is a process that manages and oversees all the components and activities of an organisation to ensure that they are in line with its vision, mission and objectives. They include, but are not limited to:

a) Human resource.

Institutions require personnel to be able to carry out tasks. Human resource is an organisations greatest asset. They should invest in well capacitated, skilled and qualified employees. Performance management assists in managing workers in an organisation. It ensures that personal goals of employees are more or less the same as the organisation's goals. In this light, Hunt (2005:232) asserts that performance management is used as a method of assessing the role of the individual in the organisation. There are two main purposes: to ensure that employees have maximum job satisfaction and fulfilment and to ensure that the right person is in the right job and doing it to a suitable standard.

b) Planning.

Planning sets out the activities, functions, tasks and procedures an institute should engage in. Planning allows organisations to set out their mission in order to achieve their vision. Performance management ensures that organisational planning does not derail the vision. It allows organisations to set Key Performance Indicators that will indicate and steer them in the right direction. It ensures that the activities to be carried out are in line with the vision and mission of the organisation.

In short, De Waal (2013: 162) submits that incorporating Key performance indicators in management information reports enables an organisation to monitor the implementation of its strategy.

c) Budget.

A budget gives effect to an organisation's planning. Therefore, it provides a detailed plan highlighting the allocation of funds in the organisation. Managing the budget will avoid wasteful, irregular and unauthorised expenditure. In return, managing the budget will ensure that all financial resources are shared and earmarked for plans and activities that are in line with the vision, mission and objectives of organisations.

Stenzel and Stenzel (2003:105) enunciate that budget frustration arises not from the budget framework itself but from the failure to allocate resources according to strategic priorities. Any budget model must therefore be strategically aligned with the broader goals of the organisations.

2.2.3.1 Performance Management System.

In order for institutions to manage the components and activities they must develop a Performance Management System (PMS). It is a framework that guides and organises all these components to achieve the best results. Bernthal (2004:40) writes that "a balanced performance management system ensures employee accountability, clarity, and focus in meeting individual goals, business objectives, and department goals."

2.2.3.2 Benefits of Performance Management

An effective performance management system will enable institutions to reap the benefits of managing performance. They will achieve their short and long term goals.

The following benefits of effective management of performance are experienced across the staff and management in institutions are outlined by van der Waldt (2008: 12) as follows:

1. **Top management:** it should enable them to get on with their job of setting objectives for the organisation whilst managing relationships with external bodies, customers, politicians, regulatory bodies, stakeholders and translating their requirements into objectives for the organisation.
2. **Managers:** it will help them to gain a full understanding of the organisation's mission, set targets, and standards for their team and delegate work, freeing them to concentrate on strategic planning and continuous improvement and development of their operations and work team.
3. **Staff:** improved management of performance should result in clearer targets, and the freedom of work autonomously to achieve these targets, with the right level of support from their management.
4. **Support functions:** objectives which come from a centrally agreed upon business plan are more likely to give support to functions of an institution.
5. **Customer:** clear performance management should enable the organisation to deliver its customers' promises more consistently by converting customer needs into workable plans of action.

2.2.3.3 Performance measurement

Performance management does not entail managing all the components and activities only. Measuring the performance of institutions is also vital. Institutions measure their performance after completion of certain tasks and projects to identify if the set outcomes meet the expectations. Chuta (2010:13) articulates that performance measurement should not be seen and practised in isolation but should form an integral part of the total performance management process. Du Plessis (2005: 4) elaborates that performance management is a process that entails specific activities, where performance is measured over a period of time against specific targets, while looking for opportunities to improve organisations.

Furthermore, Chuta (2010:17) describes that the success of any performance management plan rests mainly upon the identification and implementation of all dimensions of performance measurement and the innovativeness of an institution's leadership.

2.2.3.4 Dimensions of performance management

Van der Waldt (2008:10) identifies eight dimensions of performance as follows:

1. **Modification of perceptions and attitudes** is an attempt to change emotions, beliefs, values and attitudes by increasing the information flow to people, a task accomplished by explaining policies, instituting staff meetings, keeping an open door, and other such communication mechanisms.
2. **Modification of the authority system** is aimed at increasing the responsiveness of management, and at improving authority relations, decision processes, and communication systems. Attempts to modify the formal chain of command, clarification of authority relations, delegation, the development of policy teams, and the reassignment of supervisory responsibility, are examples.
3. **Structural reorganisation** is simply a reorganisation of the system or structure. It means changing such things as size of the unit, staffing procedures, physical arrangements, or budgeting processes.
4. **The process of measurement and evaluation** involves setting goals and objectives, measuring progress, and evaluating results. It is reflected by the implementation of management by objectives, management information systems, and programme planning and budgeting.
5. **Modification of work methods through technology** entails changes in equipment, work methods, control systems, form and tracking devices, and work processes.
6. **Retraining and replacement** are people changes. Personnel may be taught new skills as a result of redefined duties, responsibilities, and job qualifications.
7. **Modification of the workflow** usually involves rearrangement of units or jobs so that the path or sequences of flow is altered. Such changes often modify intergroup relationships.
8. **Introducing a new programme** is the final means or dimension of changes to improve performance and such innovation usually involves new products or services.

2.2.3.5 Objectives of performance management

Moreover, when performance management in institutions reaches the eight dimensions highlighted in the preceding paragraph, they meet certain outcomes in all levels of the organisation. Kandula (2006:206) expounds that the objectives must also specify the outcomes at employee and organisational levels.

In addition, Watson (1996:23) highlights the outcomes of performance management in organisations as follows:

A. The individual level

The following criteria should be included in performance management at the individual level:

- i. Performance measurement must be linked to clearly identify and negotiate key results areas and performance standards for each job function.
- ii. There must be a clear relationship between individual performance and reward/recognition.
- iii. Line management's reward should be linked to measurable performance in each of the following areas:
 - Human resource development
 - Affirmative action
 - Productivity and throughput
 - Cost control and
 - Continuous improvement

B. The group level

Appropriate structures must be put in place to support an effective teamwork culture. This would include the following:

- (a) Functional teams.

Such teams establish their own targets in the following areas:

- Effective team work.
- Contribution to bottom line
- Productivity and quality targets
- Customer service levels
- Multi skilling or multi-tasking
- Performance and continuous improvement measures which are compatible with organisational needs.
- Learning.

- (b) Cross Functional teams

These teams would establish targets with regard to organisational congruency and coordination as follows:

- Interdepartmental and cross-functional cooperation
- Structural and cultural change process
- Information technology requirements
- Monitoring the implementation of overall corporate strategic goals.

C. The organisational level

Appropriate performance measures at the organisational level would be linked to:

- i. The development of core competence areas within the organisation.
- ii. Continuous improvement and learning strategies.
- iii. Appropriate benchmarking measures link to:
 - Overall equipment effectiveness.
 - Customer service levels.
 - Quality standards.
 - Research and development.
 - Cost and process control.

2.2.4 Monitoring and Evaluation.

'Monitoring' and 'evaluation' are often used interchangeably as if they have the same meaning. The two are distinct concepts, yet related and complementary terms. The difference between these terms is outlined and their relationship is clarified below.

2.2.4.1 Definition of monitoring

Monitoring is the process conducted regularly to check and observe the progress or quality of programmes, projects and policies. It also provides information on the status of on-going programmes, projects and policies to assess if they are well implemented.

The United Nations Development Programme (2002: 6) defines monitoring as a continuation process that aims primarily at providing the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, programme or other kind of support to an outcome. Furthermore, Abbot and Guijt (1998: 13) assert that “monitoring is a periodic, rather than a once-off, reassessment of indicators that are chosen to determine the effects of certain interventions or policies.” Gregersen, Folliot, and Brooks (2007: 112) see monitoring as the

process to gather feedback information about the components, processes, activities and outputs.

2.2.4.2 Definition of evaluation.

Evaluation is a tool used to assess the output or outcomes of a programme, project or policy. It is fundamental for institutions to evaluate their programmes, projects and policies to indicate their level of impact and to indicate whether they reach the expected results. If not, it will enable management to improve on its planning and implementation of its endeavours.

King and Stevahn (2012: 13) expound evaluation to be a process of systematic inquiry to provide sound information about the characteristics, activities, or outcomes of a program or policy for a valued purpose. Rowley and Hartley (2008: 292) concede that the main aim of the evaluation process is measure the efficiency and effectiveness of something. Broughton and Hampshire (1997: 15) write that evaluation has several purposes, which includes, assistance to determine the degree of achievement of the objectives and identifying the problems associated with programme planning and implementation.

2.2.4.3 Overview of monitoring and evaluation.

Based on the above stated information, monitoring and evaluation is a course of action that keeps track of projects throughout their implementation stage. It assesses and examines the level of impact of these projects and if they produce the expected outcomes. It enables improvements to be made as it identifies any faults with the projects.

The primary role of monitoring and evaluation is to improve programme or project implementation. It ensures that the programme's ultimate objectives are met and to periodically measure progress towards these objectives (Slade and Campbell 1986:3). Stem *et al* (2005:296) declare that monitoring and evaluation form the foundation of improving decision making. It serves as an early warning system for potential problems and/or threats and also provides remedial actions. Zwane (2014:13) articulates that monitoring and evaluation is a device that can improve the way in which governments and other organizations are able to achieve positive results.

From the above definitions, monitoring and evaluation is a process that manages programmes, projects and policies of an organisation.

Zwane (2014: 21) emphasises that monitoring and evaluation is a fundamental function of management in any development programme and in any organization. The process should begin as early as the planning stage of the particular programme or project. Monitoring and evaluation systems are particularly crucial in state programmes (at all three levels) that are aimed at addressing widespread social and economic issues.

2.2.4.4 Monitoring and evaluation system

Monitoring and evaluation systems are widely recognised for their potential to improve the performance of development and poverty alleviation programs (Sartorius 2009:2). Seasons (2003:437) shows that monitoring and evaluation systems improve the effectiveness of development programs or policies by indicating issues that need to be addressed in programs, policy designs, processes, and products.

Valadez and Bamberger (2000:7) point out:

When properly applied, the information produced by a monitoring and evaluation system facilitates development in at least three ways. Firstly, it improves the method of identifying and selecting programmes and projects by ensuring that these endeavours are consistent with national development objectives. Secondly, it measures whether programmes and projects that are under way, are achieving their intended economic and social objectives as well as contributing to sectoral and national development objectives. Thirdly, it assesses the impact of projects on wider developmental objectives such as protecting the environment and managing natural resources as well as giving women full economic, social and political participation in all aspects of development.

Monitoring and evaluation systems are a tool for development which improves performance and achieves results. These systems are directed and lead by the objectives set in programmes, projects and policies. Therefore, monitoring and evaluation activities are carried out in line with an institution's vision, mission and objectives. Zwane (2014:22) elucidates that the efforts in conducting monitoring and evaluation will depend on the actual intervention and its stated outcomes.

These areas and examples of questions to consider in monitoring and evaluation are pointed out by Sera and Beaudry (2007:1) as follows:

Relevance: Do the objectives and goals match the problems or needs that are being addressed?

Efficiency: Is the project delivered in a timely and cost-effective manner?

Effectiveness: To what extent does the intervention achieve its objectives? What are the supportive factors and obstacles encountered during the implementation?

Impact: What happened as a result of the project? This may include intended and unintended positive and negative effects.

Sustainability: Are there lasting benefits after the intervention is completed?

Furthermore, Sera and Beaudry tabulate the activities related to monitoring and evaluation below:

2.2.4.4.1 Table 1: Activities related to Monitoring and Evaluation.

<p>INPUTS The financial, human, and material resources used for the development intervention, including: Technical expertise Equipment Funds</p>
<p>ACTIVITIES Actions taken or work performed, including: Training workshops conducted</p>
<p>OUTPUTS The products, capital goods, and services that result from a developmental intervention, including: Number of people trained Number of workshops conducted</p>
<p>OUTCOMES The likely or achieved short-term and medium term effects or changes of an intervention's outputs, such as: Increased skills New employment opportunities</p>
<p>IMPACTS The long-term consequences of the programme may be positive and negative effects, including: Improved standard of living.</p>

Source: Sera and Beaudry (2007:2)

2.2.4.5 Monitoring and evaluation principles

The activities and efforts conducted during monitoring and evaluation processes abide by the principles of monitoring and evaluation. They need to be considered to ensure effective monitoring and evaluation procedures. The Presidency of South Africa (2007: 3) has set the principles of monitoring and evaluation. These are shown in the table below:

2.2.4.5.1 Table 2: Monitoring and Evaluation principles.

A. Monitoring and Evaluation should contribute to improved governance.	
<ul style="list-style-type: none"> • Transparency • Accountability • Participation • Inclusion 	<ul style="list-style-type: none"> • All findings are publicly available unless there are compelling reasons otherwise. • Use of resources is open to public scrutiny. • Voice is provided to historically marginalized people. • Traditionally excluded interests are represented throughout the Monitoring and Evaluation processes.
B. Monitoring and Evaluation should be rights-based.	
<ul style="list-style-type: none"> • Bill of Rights 	<ul style="list-style-type: none"> • A rights-based culture is promoted and entrenched by its inclusion in the value base for all Monitoring and Evaluation processes.
C. Monitoring and Evaluation should be development-oriented – nationally, institutionally and locally.	
<ul style="list-style-type: none"> • Pro-poor orientation • Service delivery and performance • Learning • Human resource management • Impact awareness 	<ul style="list-style-type: none"> • Poverty's causes, effects and dynamics are highlighted and the interests of poor people are prioritized above those of more advantaged groups. • Variables reflecting institutional performance and service delivery are analysed and reviewed, links are identified and responsive strategies are formulated. • Knowledge and an appetite for learning are nurtured in institutions and individuals. • The skills required for deliberative Monitoring and Evaluation are available, fostered and retained while the knowledge needed for strategic Human Resource utilization is available and used. • The possible impacts of Monitoring and Evaluation interventions are considered and reflected upon in plans and their actual outcomes are tracked and analysed systematically and consistently.

D. Monitoring and Evaluation should be undertaken ethically and with integrity.	
<ul style="list-style-type: none"> • Confidentiality. • Respect. • Representation of competence. • Fair reporting. 	<ul style="list-style-type: none"> • Processes ensure the responsible use of personal and sensitive information. • Promises of anonymity and non-identifiability are honoured and relied upon. • Dignity and self-esteem is built amongst stakeholders and affected people. • There is skilful and sensitive implementation of Monitoring and Evaluation processes. • Those engaged in monitoring and evaluation fairly represent their competence and the limitations of their reports. • Reporting provides a fair and balanced account of the findings.
E. Monitoring and Evaluation should be utilisation oriented.	
<ul style="list-style-type: none"> • Defining and meeting expectations. • Supporting utilisation. 	<ul style="list-style-type: none"> • Monitoring and Evaluation products meet knowledge and strategic needs. • A record of recommendations is maintained and their implementation followed up. • An accessible central repository of evaluation reports and indicators is maintained.
F. Monitoring and Evaluation should be methodologically sound.	
<ul style="list-style-type: none"> • Consistent indicators. • Data/evidence based. • Appropriateness. • Triangulated. 	<ul style="list-style-type: none"> • Common indicators and data collection methods are used where possible to improve data quality and allow trend analysis. • Findings are clearly based on systematic evidence and analysis. • Methodology matches the questions being asked. • Multiple sources are used to build more credible findings
G. Monitoring and Evaluation should be operationally effective.	
<ul style="list-style-type: none"> • Planned. • Scope. • Managed. • Cost effective. • Systematic. 	<ul style="list-style-type: none"> • As an integrated component of public management, M&E is routine and regularized. • The scale of M&E reflects its purpose, level of risk and available resources. • Conscientious management of the function leads to sustained on-time delivery of excellence. • The benefits of M&E are clear and its scale is appropriate given resource availability.

- | | |
|--|--|
| | <ul style="list-style-type: none">• Robust systems are built up that are resilient and do not depend on individuals or chance. |
|--|--|

Source: Policy Framework for Government-wide Monitoring and Evaluation System (2007: 3).

Monitoring and evaluation is important in South Africa, and the above principles serve as the foundation for monitoring and evaluations in the country. Therefore, Levin(2005:3) implies that the success of any system relies on certain values and procedures that should be satisfied.

Monitoring and Evaluation is a constitutional mandate. Advancing the statement, Dassah and Uken (2006:708) expand that monitoring and evaluation is considered so important in South Africa that the 1996 Constitution of the Republic of South Africa has specifically mandated the Public Service Commission (PSC) to undertake all public sector evaluation.

In detail, section 196 (4) of the 1996 Constitution of the Republic of South Africa provides the powers and functions of the Commission. Moreover, in the context of local government, section 41(b) of the Municipal Systems Act, Act 32 of 2000 provides that a municipality must in terms of its performance management system and in accordance with any regulations and guidelines that may be prescribed:

- (i) Monitor performance; and
- (ii) Measure and review performance at least once per year.

2.2.5 Corruption

Within the context of this study, corruption is a set of behaviours or activities that are against the law. They are conducted mostly by those who are in power and/or have authority vested in them. The result of these activities or behaviours is personal gain and affects the society at large. Zimring and Johnson (2010:456) point out that “corruption is a special subcategory of criminal behaviour defined as the unlawful use of power.”

Amone and Borlini (2014:153) write that corruption is able to endanger political and social stability and security as well as undermining the values of democracy and the rule of law (ROL). It jeopardises social, economic and political development.

2.2.5.1 Definition of corruption

Many scholars have expressed and published their views and thoughts on the term corruption. Heidenheimer and Johnston (2002:7) categorised the definitions of the above mentioned term, namely:

A. Public office centred definitions.

Public office centred definitions of corruption include behaviour that illustrate the use of office resources for personal gain and also assisting family members and friends. Heidenheimer and Johnston (2002:8) describe public office centred corruption as behaviour that deviates from the normal duties of a public role because of private (family, close private clique), pecuniary or status gains; or violates rules against the exercise of certain types of private-regarding influence.

B. Market-centred definitions.

Market-centred definitions of corruptions entails the behavioural conduct of individuals who use their position or authority for their personal gains. Bergh, Erlingsson, Sjölin, and Öhrvall (2016: 23) specify that a market-centred definition of corruption is understood in terms of supply, demand, and transaction costs. It begins with an assumption that, whenever an opportunity presents itself, those who act rationally and who seek to maximise their own advantage will attempt to derive personal, material advantages from the privileged public position they occupy.

C. Public interest-centred definitions.

Public interest-centred definitions are definitions that comprise activities or behaviour that public officials conduct that is unethical. They perform these activities or acts for money. Johnson (2016:3) enunciates that a public interest-centred definition considers a public official to have committed a corrupt act when induced to take actions for monetary or other rewards, which does damage to the public and its interests.

The public office centred corruption is the most common and frequent type. Blundo and Sardan (2006:114) agree that the most frequent type of corruption is the abuse of public office by accepting, soliciting, or extorting bribes. This occurs among traffic police, in education, health, construction, among employment officials, and in courts.

Moreover, it occurs in both the private sector and public sector. As a matter of fact, it is everywhere, it has plagued the world. It is an epidemic that has dire consequences. Thus, it is crucial to investigate and identify the cause or causes of corruption to formulate responsive measures to address it. Alexio (2016: 17) is of the view that causes of corruption vary from country to country and from period to period.

Askari, Rehman and Arfaa (2010:59) emphasise that:

The differences in the severity of corruption between countries and across time are linked to the following factors: government size and the calibre of its bureaucracy; magnitude of distortions in the economy; weak government capacity to administer the process of privatization adequately; weak rule of law and enforcement mechanisms; low government wages; and abundance of natural resources.

Following the above mentioned factors, Eicher (2009:18) posits that causes of corruption are linked to a function of potential payoff, the risk of being caught and punished, and the moral or psychological costs upon the individual.

2.2.5.2 Causes of corruption (two African countries)



In light of the assertion by Alexio (2016: 17), causes of corruption in two different countries will be highlighted. They are South Africa and Mozambique.

In respect of South Africa, Vorster (2012:135-6) identifies the following as the major causes of corruption:

- The low risk of being caught and punished;
- The undemocratic political system; and
- The introduction of the new constitution after three centuries of colonial rule.
- The lack of the rule of law and of administrative predictability (Hope, 2000:21).

In respect of Mozambique, the Government's Anti-Corruption Strategy (2005) identified the major causes of corruption (Associação comercial e industrial de sofala, 2005:88):

- The lack of enforcement of laws and regulations;
- The lack of institutional accountability;

- The weakness of the control and oversight mechanisms;
- Public administrations' lack of commitment to fighting corruption;
- The practice of nepotism and favouritism; and
- Inadequate civil society participation in combating corruption.

2.2.5.3 Types of corruption.

As mentioned by Alexi (2016), the causes of corruption vary from country to country and period to period. It is important to note the forms and types of corruption that occur in South Africa, particularly that corruption manifests in different forms and is dynamic.

Furthermore, Alexio (2016: 36-57) outlines the three types of corruption and the forms of corruption under each type as follows:

2.2.5.3.1 Crime-induced corruption

Dishonest or unethical behaviour that breaks the law. Gildenhuis (2004:84) infers that criminal corruption refers to corruptive deeds that are criminal, i.e. committing an unlawful offense that is punishable in a court of law.

The forms of criminal corruption are as follows:

a. Bribery

Kunhiyop (2008:165) defines bribery as “giving money or favour to someone who is in a position of trust, in order to pervert their judgment or corrupt their conduct.”

b. Extortion

Green (2004:5) expounds that under the Hobbs Act, extortion is defined as the “obtaining of property from another, with his consent, induced by wrongful use of actual or threatened force, violence, or fear, or under colour of official right.”

c. Kick backs

Ware, Moss, Campos and Noone (2011:69) describe that a kickback happens when a company is awarded a public contract, it 'kicks back' a bribe to the government official(s) who influenced the contract to be awarded to the company.

d. Fraud

Dittenhofer (1995: 11) accentuates fraud as an intentional act of commission or omission intended to provide an individual with a personal gain. This activity denies another individual or organisation of some sort of economic benefit.

e. Falsification

Askari, Rehman and Arfaa (2010:8) provide the following description of falsification as provided by the Asian Development Bank as follows:

Any action, including misrepresentation, to obtain a financial or other benefit by deception (e.g. fraudulent claims like consultant timesheet, airfare, receipts/invoices; using lower rate personnel to perform work at high rates; providing lower quality goods; false documents like curriculum vitae, bid security/bank guarantees, work certificates, financial statements, fictitious bids/ 'borrowing' names of firms; misrepresentation of educational background or full-time employment).

f. Forgery

Lippman (2013:23) points out that forgery occur when a false legal document or material is created and modified with the intent to deceive or to defraud others.

g. Embezzlement

Fantaye (2004:173) describes embezzlement according to Webster's Revised Unabridged Dictionary as:

The fraudulent appropriation of property by a person to whom it has been entrusted. For example, the embezzlement by a clerk of his employer's money or embezzlement of public funds by a public officer.

h. Ghosting

Mbatha (2005: 104) specifies ghosting as payment that is done to non-existing employees who are alleged to be working. It can also be referred to as theft through phantom resources.

2.2.5.3.2 Administrative corruption.

Administrative corruption entails any dishonest behaviour or action that contravenes any law in line management. Public officials that behave and conduct themselves against the code of conduct, practices, policies and procedures is an act of administration corruption. Gildenhuis (2004:89) asserts that administrative corruption is also termed as maladministration.

Furthermore, Gildenhuis (2004:89) emphasises that “administration can be understood broadly to include the promulgation of rules and regulations and adjudication in the process of the execution of laws and this may widen the area in which administrative corruption can occur.” Taboli, Samie’e and Ehsani (2013:2569) articulate that “its root meaning is “breaking” that is, in corruption process something either breaks or is violated, which may be an ethical behaviour, a legal procedure, or often administrative regulations.”

2.2.5.3.3 Politics-induced corruption

Political corruption is when political parties or political officials misuse their powers to fulfil their own agendas or those of their respective part. It mostly applies to government officials who use their powers for private gain. Morris and Blake (2010:2) are of the view that political corruption is the abuse or misuse of trust that generally involves public power for personal or political benefits. Tanzi (1999:4) states that any public employee who uses his/her public position for personal benefits (friends, relatives or political associates) engages in the act of corruption.

Forms of political corruption include:

a. Acting unconstitutionally

Gildenhuis (2004:93) implies that this happens when the constitutional principles of equity and the human rights of individuals are ignored by politicians to favour those in power.

b. Ignoring democratic principles

Democracy gifts good redistribution of income, power, property, and opportunities, and helps build societies. These are fundamental preconditions for sustainable economic growth and the continuation of a humane system of democratic capitalism (Vorster 2007:74). Furthermore, Gildenhuis (2004:93) advances that ignoring democratic principles of democracy is ignoring the will and values of citizens in the decision-making process.

c. Election fraud

Schedler (2013:415) highlights that electoral fraud occurs when there is an act of manoeuvring of the electoral administration for partisan advantage. It may occur at any stage of the electoral process (before, during, and after Election Day).

d. Ignoring economic principles

Gildenhuis (2004:94) emphasises that “the government ignoring sound economic principles is a corrupt deed. It is corrupt because ignoring such principles can lead to economic decline and bring poverty and distress to the masses of the people. It is politically corrupt to deny individuals their economic freedom, their ownership of private property, their free production processes and to controlling business rigidly by unnecessary government licensing.”

e. Political nepotism

Kunhiyop (2008:165) concedes that nepotism as the practice whereby relatives and friends are appointed to positions of authority or are awarded contracts.

f. State capture

Cohen (2009: 201) states that state capture is defined as “the capacity to affect the formation of the basic rules of a country (laws, rules, decrees, regulations) through private payments to public officials by private individuals or firms.”

2.3 LEGISLATIVE AND POLICY FRAMEWORKS PERTAINING TO INTEGRATED DEVELOPMENT PLANNING.

Since the inception of Integrated Development Planning (IDP), guidelines have been issued to ensure proper and lawful implementation of the Plan.

2.3.1 Legislative measures

Certain legislative measures have been adopted to ensure proper governance. These include Acts of Parliament and municipal by-laws. They are laws that have been passed to provide the necessary structures, procedures and systems regarding the compilation of Integrated Development Plans (IDP). These legislative measures are discussed as follows:

2.3.1.1 The 1996 Constitution of the Republic of South Africa

This Act is the supreme law of the country. It is the highest law of the land. The Act sets out the foundations of South Africa, from the Bill of Rights that enshrines the rights of the people in the country to the structure of government in the country.

Chapter seven sets out the local sphere of government of the country and section 151(1) states that municipalities must be established throughout South Africa. Section 152(1) (a-e) provides the objectives of local government and section 152(2) says that a municipality must strive, within its financial and administrative capacity, to achieve the objectives of local government. Furthermore, section 153(a) provides the developmental duty of municipalities; that is, to structure and manage their administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

Chapter 7 founds that local government is in charge for the continued availability of sustainable services. Local governments are created throughout South Africa. The duties, powers, and functions of municipalities are detailed. They include the duty to “ensure the provision of services to communities in a sustainable manner”, and it is provided that the national or provincial governments may not compromise any municipality’s ability to perform its duties (Nolon 2006:73).

2.3.1.2 The Municipal Structures Act, Act 117 of 1998

This Act provides the distinctive features of municipalities in South Africa. It provides the criteria to establish which category and type of a municipality may be established. It divides the powers and functions between categories of municipalities. It arranges the internal structures, systems and office-bearers in municipalities.

Section 72 of the Act provides for the establishment of ward committees to provide structures that will facilitate public participation. Furthermore, Section 81 of the Act provides for the participation of traditional leaders to align traditional rule with the principles of democracy.

Du Plessis (2012: 22) highlights that section 72(3) and 74(a) grants the formation of ward committees in local and metropolitan municipalities to enforce participatory democracy. Ward committees can make recommendations to ward councillors on matters affecting their wards.

Pieterse (2000:63) illuminates that the Municipal Structures Act (1998) provides for various categories of committees to promote and establish community participation in municipal governance. The Act necessitates that Municipal Councils develop methods to consult the community and community organisations in performing their functions and exercising their powers. The Act emphasises the importance of women and other disadvantaged groups to be equitably represented on ward committees.

2.3.1.3 The Municipal Systems Act, Act 32 of 2000

The Act provides municipalities in South Africa with core principles, mechanisms and processes they require. They enable municipalities to ensure accessibility of basic services to communities under their rule. It also provides municipalities with a framework for planning, managing performance and using resources to deliver services and establishing service delivery mechanisms. It promotes the participation of local communities.

The Municipal Systems Act, Act 32 of 2000 covers a wide area. Chapter four deals with community participation, it provides that municipalities create conditions and encourage local citizens to participate in the affairs of a municipality. Chapter five compels a municipality to adopt an Integrated Development Plan (IDP). Chapter six sets a municipality to establish a performance management system.

Du Plessis (2012:22) elucidates that the section 29(1) (ii) and 42 of the Act specify that local communities have to be included in compiling a municipality's Integrated Development Plan (IDP) and Performance Management System prior to its formal approval by the Municipal Council. Moreover, De Visser (2005:85) provides that the Municipal System Act is an elaborative statute that sets standards for the participation of citizens in local government, local public administration, service delivery, municipal tariffs etc. However, the important part is the scheme of rules in the Municipal Systems Act that oblige municipalities to embark on integrated development planning (IDP).

2.3.1.4 The Municipal Finance Management Act, Act 56 of 2003

This Act modernises financial management practices of municipalities in South Africa to ensure sustainability in local government finances. It establishes financial norms and standards for municipalities.

Chapter two of this Act calls for the supervision of the National Treasury over local government finance management. In particular, section 5(2)(b) state that the National Treasury may promote good budget and fiscal management by municipalities, and for this purpose monitor the implementation of municipal budgets, including their expenditure, revenue collection and borrowing. In addition, Du Plessis (2012:22) asserts that section 23(1)(a) of the Act compels municipalities to take any views by local citizens into consideration during the preparation process of the budget. This implies that communities need to be consulted in order to attach financial value to the service delivery targets set out in a municipality's IDP.

Moreover, Lehanya *et al* (2016:6) expound that “the Act makes provision for alignment between the Integrated Development Plan and Municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the Integrated Development Plan and the Budget are aligned.”

2.3.1.5 Prevention and Combating of Corrupt Activities Act, Act 12 of 2004.

This Act strengthens measures that avert and fight corrupt activities and offences. These measures provided by the Act include procedures for investigating corrupt activities, keeping a register to keep track and record of tenders and contracts to avoid and detect any corrupt

activities, and encouraging personnel to report any corrupt activities. Overall, the Act provides measures that destabilise any corrupt dealings in institutions.

Chapter two of the Act outlines the offences in respect of corrupt activities. Chapter three provides the investigative measures regarding possession of property relating to corrupt activities. Chapter five highlights the penalties.

Mle and Maclean (2011: 1369) submit that:

The purpose of the Prevention and Combating of Corrupt Activities Act, 2004 is to provide for the strengthening of measures to prevent and combat corrupt activities in the three spheres of government. The Act provides for investigative measures in respect of corruption. It further provides for the establishment and endorsement of a register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts.

2.3.2 Policy measures

There are principles or strategies in place to guide municipalities with Integrated Development Planning (IDP). They outline the objectives that are to be achieved by municipalities in alignment with municipal plans. These policies are briefly discussed below:

2.3.2.1 The White Paper on Local Government, March 1998.

The Paper provides a detailed basis for a developmental local development system. The current system seeks to rectify the imbalances of the past during the apartheid era. Basic services were not distributed equally. The current local government is democratic. The White Paper on Local Government emphasises a government that is committed to work with its local populace to meet their social, economic and material needs to improve the quality of their lives.

The Paper provides the characteristics of a developmental local government, the developmental outcomes and the tools and approaches for a developmental local government. Integrated Development Planning (IDP) is identified as one of the tools and approaches for a developmental local government system.

Malefane and Mashakoe (2008: 475) explain that the White Paper on Local Government (March, 1998) emphasises the importance the developmental approach. According to the White Paper, municipalities have to encourage and foster active participation of communities in both planning and implementation stages of municipal strategies. Nel (2005: 226) advances that the White Paper on Local Government (1998, Notice 423) is a policy framework that has major implications for local government in South Africa. The White Paper encourages a vision of “developmental local government” that focuses on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives.

2.3.2.2 The White Paper on Transforming Public Service Delivery (Batho Pele), 1997.

This White Paper on Transforming Public Service Delivery, 1997 is known also as the Batho Pele Principles. This Paper puts people first. The needs of the people are considered first by public institutions. It places public institutions under pressure to be more service-oriented. It entails eight principles that are implemented by public institutions to increase service delivery.

Lebitso (2012:26) asserts that:

The public service has adopted what is referred to as “Batho Pele Principles” in order to improve service delivery. Batho Pele is an initiative of government to get public servants to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple transparent mechanism, which allows customers to hold public servants accountable for the type of services they deliver.

Mutula (2012:52-53) emphasises that “South African government understands the urgency of addressing poverty and improving service delivery to majority of citizens who were marginalised under white majority rule for more than three decades. To address these imbalances the government is implementing e-government projects guided by the principle of public service for all under the brand ‘Batho Pele’ (translated to mean people first). The eight Batho Pele Principles serve as acceptable policy and legislative framework regarding service quality in the public service.”

2.3.2.3 The National Development Plan, 2030

The National Development Plan outlines the government's strategic priorities and objectives until the year 2030. It aims to eliminate poverty and reduce inequalities by the year 2030. It covers the government's vision and provides a broad planning guideline to inform the formulation of development plans. Lusk and Birks (2014:12) declare that South Africa began to implement the National Development Plan (2030) in 2013. This plan provides a remedial solution to the problems facing South Africa as a nation. Kolasa (2015:106) writes that "the National Development Plan is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state, and leaders working together to solve complex problems."

2.4 CONCLUSION.

This chapter highlighted various components, elements, features, characteristics, qualities and other aspects of important concepts central to the study. It was the view of the researcher to consult literature with the aim to provide a clear sense and grasp of the context in this study. The pertinent concepts fundamental to the study include:

a) Integrated Development Planning (IDP)

A brief discussion of the Plan was provided and the ways it assists municipalities throughout South Africa fulfil their constitutional mandate. The various components of the Plan were outlined and if they are inclusive and well-articulated, the advantages were highlighted.

b) Active community participation

The definitions provided for the term were notably related to the core principles of public participation that are described. Furthermore, types of public participation and the modes were dwelled upon.

c) Performance Management

The components of performance management were illustrated which form part of a performance management system. A brief description of the system was provided. Furthermore, the benefits of performance management across staff and management were touched on. Performance measurement and the dimensions associated with performance

measurement were explained. Lastly, the objectives of performance management at organisational, group and individual level were described.

d) Monitoring and Evaluation

The concept was broken down into two parts, namely: monitoring and evaluation and each of these concepts were clearly defined. Subsequently, the concept as a whole (Monitoring and Evaluation) was focused on. The monitoring and evaluation system was introduced and the principles that guide monitoring and evaluation were provided.

e) Corruption.

The three types of definitions (public office, public interest and market-centred definitions) were elucidated. The causes of corruption within two African countries were mentioned. These countries were South Africa and Mozambique. Moreover, the types and forms of corruption were dealt with.

Towards the conclusion, the chapter focused on the legislative and policy frameworks pertaining to Integrated Development Planning (IDP). This part of the chapter was divided into legislative measures that have been passed by Parliament to ensure proper implementation of the Plan. The other part concentrated on the policy measures that are adopted to facilitate municipalities in planning and implementing Integrated Development Plans. The following chapter will deal with the research methodology and design in social sciences.

CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN.

3.1 INTRODUCTION

The previous chapter focused on the relevant literature on pertinent themes, concepts, views and opinions central to the study. A number of books, articles and municipal documents were consulted, perused, analysed, and synthesized. The prime objective was to gather the views and opinions of other scholars. The information collected is crucial to the study because it is the key building blocks of this study. The chapter introduced and defined pertinent concepts fundamental to the study. It also highlighted the pertinent legislative and policy frameworks that impact on the nature and purpose of the study. Lastly, it provided the conclusion.

The focal point of this chapter is to establish a clear understanding of the literature available of the relevant research methods and designs pinned to this research endeavour. The intention of this section is to enhance the knowledge of the researcher of the relevant methodology and research designs available as they are crucial in the progression of the study. This chapter will assist in setting a clear theoretical and practical understanding for both the researcher and reader.

3.2 RESEARCH METHODOLOGY

Research methodology is the study of research methods. Therefore, research methodology refers to research processes available to researchers. Nath and Singh (2010:155) assert that research methodology involves the organized procedures used by a researcher from the initial identification of the problem to its final conclusions. Mouton (2011:56) points out that research methodology focuses on research process and the methods used to address research objectives.

3.3 RESEARCH DESIGN

Research design is a process that outlines a detailed plan on how a research discourse will be conducted. It provides the relevant instruments to be used to collect and gather pertinent data, and to analyse and interpret the data collected and gathered.

Berndt and Petzer (2011:349) suggest that:

Research design is a plan that researchers follow to ensure that they achieve their research objectives. In addition, it includes the entire elements of the intended research project. The research design approach

method undertaken in this study is qualitative method which is concerned with the qualitative phenomena. It is usually exploratory in nature and helps the researcher to better understand the background of the research problem.

Furthermore, JHA (2014:56) describes that a social research design entails literature review, sampling, methodology and design, tools and techniques for collecting and analysis of data. It is a perfect guide that directs a social researcher.

A researcher can select between a qualitative approach, quantitative approach, and the mixed method approach whereby both methods are utilised to conduct a study.

3.4 SECTION A, B AND C

This section is demarcated into three sections, namely: Section A, B and C. Each section will comprise information explaining a research method. Section A deals with the qualitative approach and Section B with the quantitative approach. Lastly, Section C will tabulate the comparisons between the two research perspectives.

3.5 SECTION A

This section focuses on the qualitative approach. It will consist of a definition of the qualitative approach, the characteristics of the qualitative approach, qualitative data collection and gathering methods, qualitative data analysis and interpretation techniques, qualitative sampling and sampling techniques.

3.5.1 QUALITATIVE RESEARCH APPROACH

The qualitative approach focuses mainly on the participants' thoughts, experiences and understanding of a particular phenomenon. De Vos *et al*, (2011:65) posit that "qualitative research produces descriptive data in the participant's own written or spoken words. Therefore, the qualitative research is more concerned with describing and understanding rather than explaining or predicting human behaviour."

Moreover, Skinner *et al* (2015:15) declare that it seeks to present an understanding of human experience, perception, motivations, intentions and behaviors based on description and observation which uses a naturalistic interpretative approach to a subject and its setting.

Roller and Lavrakas (2015:279) submit that:

The usefulness component of the Total Quality Framework represents the ultimate goal of all qualitative research design, that is, the ability to do something of value with the research outcomes. An ultimately useful qualitative content analysis study is one that (a) advances the state of existing knowledge with the discovery of new insights, (b) results in actionable next steps, and/or (c) generates new applications of the techniques or methods to similar contexts or research issues (i.e., transferability).



3.5.2 CHARACTERISTICS OF A QUALITATIVE RESEARCH DESIGN.

The qualitative approach comes along with its distinctive factors that separate it from the other research designs available to the researcher.

Creswell (2007:37-39) highlights the following characteristics of qualitative research:

- Qualitative researchers tend to collect data in the field at the site where participants experience the issue or problem under study.
- Qualitative researchers as a key instrument collect data through examining documents, observing behaviour and interviewing participants.
- Qualitative researchers gather multiple forms of data rather than rely on a single data source.
- In the entire qualitative research process, the researchers keep a focus on learning the meaning that the participants hold about the problem issue, not the meaning that the researchers bring to the research or writes from the literature.
- Qualitative research is a form of inquiry in which researchers make an interpretation of what they see, hear and understand.
- Qualitative researchers try to develop a complex and holistic view of social phenomena.

3.5.3 QUALITATIVE DATA COLLECTION AND GATHERING METHODS.

The qualitative research design includes data collection and gathering tools that are qualitative in nature. The following are data collection and gathering methods of a qualitative design:

3.5.3.1 Participant Observation

The researcher participates by observing participants in their natural setting as they conduct their day-to-day activities to examine their actions in order to collect data.

Thyer (2010:425-426) illuminates that:

To participate is to “take part” (join or share) with others. In some situations, only the researcher is aware of the role she or he plays beyond that of participant, as participants (other participants) assume that the researcher is genuine in her or his participation behaviour. The researcher may be genuine in participation but is actively observing at the same time. Unlike other participants in the activities and situation, the “researcher-as-observer” is active in a cognitive process of recording events, behaviours, and consequences with the intention of analyzing context, significance, and implications.

DeWalt and DeWalt (2011:10) outline that “irrespective of the topic or principle methods used in doing social scientific studies, we believe that the practice of participant observation provides several advantages to research. First, it enhances the quality of the data obtained during fieldwork. Second, it enhances the quality of the interpretation of data, whether those data are collected through participant observation or by other methods. Participant observation is thus both a data collection and analytic tool. Third, it encourages the formulation of new research questions and hypotheses grounded in on-the-scene observation.”

3.5.3.2 Qualitative In-Depth Interview

This data collection and gathering tool involves the researcher and the participants in a one-on-one interaction session. In-depth interviewing ensures that the researcher gains knowledge and understanding of the participants through their experiences.

Stacks (2010: 174) suggests that in-depth interview is conducted when researchers have identified one or more people who are knowledgeable or well informed and are able to shed significant light on the topic or problem at hand. Like all qualitative research methods, it provides rich and in-depth detail of the understanding of the individual being interviewed.

In essence, Berndt and Petzer (2011:91) highlight that an interview is a conversation between two or more people that on a specific topic. It provides rich and detailed data the researcher did not plan to find or ask for. Moreover, In-depth interviews encourage and allow participants to share and express as much information as possible.

3.5.3.3 Qualitative Document Study

Document study involves the use of documents, old and new, to attain information. This method can be used without difficulty because it does not involve people who may be difficult to track down or may withhold some information.

Furthermore, Grix (2010:133) enunciates that a document study aims to analyse text from the author's viewpoint, whilst emphasizing the social and historical context which it was produced.

Hammersley (2013:12-13) outlines that "qualitative researchers may also use documentary data, such as official reports, newspapers and magazines, photographs, maps, diaries, and so on, without seeking to quantify their content in the manner of much content analysis. In recent years, there has been a growth in the use of visual data, seeking to counter the common reliance upon text. There has also been increasing use of material available electronically on the internet." Interestingly, Bailey (2008:294) articulates that there are primary documents, or eye-witness accounts written by people who experienced the particular event or behaviour and secondary documents by people who were not present on the scene but who received the information necessary to compile the document by interviewing eyewitnesses or by reading primary documents. They vary greatly. For example, an autobiography is a primary document, while a biography is a secondary document.

3.5.3.4 Qualitative Case Study

This is an intense probe into particular cases or past events to identify any linkages between them and draw information from them. Soy (2015:1) accentuates that “case studies emphasize detailed contextual analysis of a limited number of events or conditions and their relationships.”

George and Bennett (2005:17-18) regards “class of events” as a phenomenon of scientific interest that includes revolutions, types of government systems, kinds of economic systems, or personality types that a researcher wants to study seeking to develop a theory regarding the causes of likeness or differences among cases of that class of events.

3.5.4 QUALITATIVE DATA ANALYSIS AND INTERPRETATION TECHNIQUES

These are the instruments in a qualitative research design to be used and how, for the intended means of analysing the data collected and gathered. The instruments are as follows:

3.5.4.1 Qualitative Content Analysis

A systematic process of evaluating the data collected and gathered through documents. Newby (2014:489) presents the view that qualitative content analysis creates a coding structure that is based on the researcher’s explanation and identification of a meaning in a message.

Interestingly, Drisko and Maschi (2014:6-7) accentuate that “early definitions of content analysis emphasized the analysis of written texts only, but changes in communication media now encompass a wide range of materials. While many people think of “texts” as written objects that can be “read”, others view texts more broadly as objects that can be interpreted to convey an informative message. That is, to researchers, “text” actually refers to a wide range of communication media that can be stored in many different formats. Researchers have applied content analysis to texts, audio recordings, television shows and movies, images, and telephone calls, as well as to many forms of electronic data, now including social media.”

3.5.4.2 Qualitative Case Study Analysis

This is an intensive probe into past events or cases to analyse and interpret them to build or create ideas that can turn into theory.

Creswell (2012:97) stresses that case study research is a qualitative approach in which the researcher investigates a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time. The researcher uses comprehensive and in-depth data collection methods involving multiple sources of information (e.g., observations, interviews, audio visual material, and documents and reports) to report a case description and case themes. Multiple cases (a multisite study) or a single case (a within-site study) might be the unit of analysis.

George and Bennett (2005:18) illuminate that a case study is thus “a well-defined aspect of a historical episode that the investigator selects for analysis, rather than a historical event itself.”

3.5.5 QUALITATIVE SAMPLING

The sample of a study consists of participants central to the research. Sampling is a process of selecting people to participate in the study. The practices used to select participants must be qualitative in a nature.

Bless *et al*, (2013:395) assert that “sampling is a practical way of collecting data and can be defined as a technique by which a sample is drawn from the population. In addition, sample drawn from the population is considered to be representative of the population, which is used to acquire some knowledge about the entire population.”

3.5.5.1 Qualitative Sampling Techniques

Non-probability sampling is the qualitative sampling design that comprises various sampling types. Non-probability sampling is when the probability of including each element of the population in a sample is unknown.

In non-probability sampling, researchers do not select participants of their study randomly. There is no estimation in the probability of choosing each element in a non-probability sample. Furthermore, every element is not given a fair chance for inclusion (Polit and Beck 2010:309). Tayie (2005:32) advances that non-probability sampling is not guided by mathematical probability.

3.5.5.2 Types of Non-Probability Sampling

The qualitative approach entails a class of non-probability sampling techniques a researcher can use to draw up the sample of a study. They include:

3.5.5.2.1 Judgemental or purposive sampling

This sampling is selected on the basis of knowledge of the population, its elements and the purpose of the study. This method is useful when large sampling is not necessary.

Masterson and Pickton (2014:110) postulate that judgemental or purposive sampling method does not give every member of the research population an equal opportunity to be selected. Subsequently, experts can be used as participants to represent their organisation. The knowledge from these experts is more useful than knowledge from a larger sample of people who are less knowledgeable about the topic at hand.

3.5.5.2.2 Accidental sampling

The sample is drawn from a section of the population that is readily accessible or available to the researcher. Only specific people at a specific time in a specific place stand a chance of being selected to partake in the study.

Adler and Clark (2007:122) concede that accidental sampling is a non-probability sampling process that involves selecting people from the research population that are readily accessible to the researcher as participants.

3.5.5.2.3 Quota sampling

A pre-specified character or characteristics are used to select and locate participants for the study. For instance, the researcher may require 200 females and 300 males between the ages of 45 and 55. Housden (2007:336) highlights that quota sampling is “a type of non-probability sample where the required number of units with particular characteristics is specified.”

3.5.5.2.4 Snowball sampling

The current participants of the study suggest additional members who may assist or contribute to the study. These additional members carry the same knowledge or insight on a phenomenon.

Blaikie (2009:179) suggests that snowball is a technique that can be used by researchers to discover and sample an elusive population. The members in the targeted population must know each other so that they can identify other potential respondents who are knowledgeable in that population. This method starts with a small number of respondents and ends up with a larger number of respondents. This is because the first participants assisted the researcher to identify new relevant participants.

3.6 SECTION B

This section focuses on the quantitative approach. It will consist of a definition of the quantitative approach, the characteristics of a quantitative approach, quantitative data collection and gathering methods, quantitative data analysis and interpretation techniques, quantitative sampling and sampling techniques.

3.6.1 QUANTITATIVE RESEARCH DESIGN

Quantitative research design often follows a strict set of rules and formal processes. It is more concerned with measuring variables hoping to predict future events and behaviour of a phenomenon.

Cottrel and McKenzie (2010:3) elucidate that “quantitative research is the more traditional form of research. It is also termed the positivist, experimental, or empiricist approach to research. Quantitative research is used to answer questions about relationships among measurable variables.” In addition, Berndt and Petzer (2011:348) suggest that qualitative research method is mainly descriptive in nature. It assists researchers in identifying causal relationships between variables and the data collected can be presented using statistical analysis.

3.6.2 CHARACTERISTICS OF QUANTITATIVE RESEARCH DESIGN

The quantitative approach brings its share to the table as one of the methods available to researchers to be used.

Fox and Bayat (2008:77) identified the following characteristics of a quantitative research design:

- Data is in the form of numbers.
- Data is collected by means of structured instruments such as questionnaires.
- Results are based on larger sample sizes representative of the population.
- Analysis of results is more objective.
- Concepts are in the form of distinct variables.
- Knowledge is based on the relationship between cause and effect.
- Hypotheses may be tested.

3.6.3 QUANTITATIVE DATA COLLECTION AND GATHERING METHODS.

The quantitative research design includes data collection and gathering tools that are quantitative in nature. The following are data collections and gathering methods of a quantitative design:

3.6.3.1 Questionnaire

A questionnaire consists of questions that are structured and are to be followed in their set sequence. The questions posed in the questionnaire should be clear and easy to understand.

The Pearson Education India (2011:71) explicates that questionnaires consist of formalized and pre-specified set of questions. They are designed in a way to obtain responses from potential respondents. The questions in a questionnaire are directed by the research objectives of the study.

A questionnaire has a series of types of questions a researcher can utilise to collect information relating to the research topic. The table below presents the types of question a questionnaire can have:

3.6.3.1.1 Table 1: Types of questions in a questionnaire

Type of question	Example question	When to use
Multiple choice	On approximately how many occasions have you witnessed an error being committed with this system? (0-5, 6-10, 11-15, 16-20, more than 20).	When the participant is required to choose a specific response.
Rating scales.	I found the system unnecessarily complex (Strongly Agree (5), Agree (4), Not sure (3), Disagree (2), Strongly Disagree (1)).	When subjective data regarding participant opinion is required.
Paired associates (bipolar alternatives).	Which of the two tasks A + B subjected you to the most mental workload? (A or B)	When two alternatives are available to choose from.
Ranking.	Rank, on a scale of 1 (Very Poor Usability) to 10 (Excellent Usability), the usability of the device.	When a numerical rating is required.
Open-ended questions.	What did you think of the system's usability?	When data regarding participants' own opinions about a certain subject is required, i.e. subjects compose their own answers.
Closed questions.	Which of the following errors have you committed or witnessed whilst using the existing system (action omitted, action on wrong interface element, action mistimed, action repeated, action too little, action too much).	When the participant is required to choose a specific response.
Filter questions.	Have you ever committed an error whilst using the current system interface? (Yes or No; if Yes, go to question 10, if No, go to question 15).	To determine whether participant has specific knowledge or experience; to guide participant past redundant questions.

Source: Stanton *et al.*, (2013:22).

3.6.3.2 Direct Observation

The researcher observes the participants in their natural setting to gather information on their behaviour as they conduct their daily activities. Direct observation filters the actions and behaviour monitored by the researcher. The researcher only records specific actions or behaviour.

Ary *et al*, (2009:216) proclaim that the main purpose of direct observation is to determine the extent of behaviour of a participant. In this case, the researcher identifies the behaviour of interest and functions like a camera or a recording device in order to take down the behaviour. The behaviours observed can be classified as high inference and low inference. Furthermore, Zikmund and Babin (2012:195) emphasise that “with the direct observation method, the data consist of records of events made as they occur. An observation form often helps keep researchers’ observations consistent and ensures that they record all relevant information.”

3.6.3.3 Structured Interviews

Participants are asked questions following the sequence. Structured interviews are not flexible because new questions cannot be asked. On the other hand, they are fairly quick.

Segal (2010:1) asserts that a fully structured interview provides specific and clear questions and probes. Merriam (2009:90) writes that the order in which questions are asked are determined ahead of time in highly structured interviews which are also known as standardised interviews.

3.6.4 QUANTITATIVE DATA ANALYSIS AND INTERPRETATION TECHNIQUES

Quantitative data analysis entails the instruments in the quantitative research design to be used and how, for the intended means of transforming the data collected and gathered into numerical form. The instruments are as follows:

3.6.4.1 Univariate Analysis

The univariate analysis technique is used to analyse and interpret the data collected when one variable is used.

Babbie (2015:416) asserts that the univariate analysis is the simplest form of quantitative analysis. A case is described in terms of a single variable. For example, if genders were calculated, the researcher would focus on how many of the subjects are men and how many are women.

In a practical manner, Rubin and Babbie (2009:290) articulate that “a cumbersome way to present univariate data would be to list the attributes of all individual cases for each variable. Suppose you are interested in the ages of clients served by your agency, and suppose hundreds of clients have been served. (Your data might have come from agency records). Imagine how difficult it would be for readers of your report if you just listed the ages of hundreds of clients: 57, 49, 62, 80, 72, 55, and so forth. Alternatively, you could arrange your data in a somewhat more manageable form without losing any of the detail by reporting that 5 clients were 38 years old, 7 were 39, 18 were 40, and so forth. Such a format would avoid duplicating data on this variable.”



3.6.4.2 Bivariate Analysis

The bivariate analysis technique analyses two variables and it is concerned with describing the form and strength of the relationship between the two variables.

In the area of nursing, Houser (2011:381) submits that bivariate analyses the relationship between two variables. The most common bivariate analysis is the correlation. It is also used to determine whether a single variable can predict a specific outcome. For example, to determine if blood pressure is related to sodium intake is a bivariate analysis. The relationship between blood pressure and sodium is analysed. Wang (2011:214) specifies that an analysis whereby the impact of one independent variable is examined by performance is a bivariate analysis.

3.6.4.3 Multivariate Analysis

A statistical technique that examines data that comes from three or more variables to identify how they relate to each other. It analyses multiple independent variables with multiple dependent variables. Chatfield and Collins (2013:3) concede that multivariate data consist of observations of numerous different variables for a number of individuals or objects.

Multivariable analysis is a measuring tool used for determining relative contributions of different causes to one event. In particular, clinical researchers, require multivariable analysis as most diseases have multiple causes, and prognosis is regularly determined by a large number of factors (Katz 2011:1).

3.6.5 QUANTITATIVE SAMPLING

A study must comprise participants that are going to participate in the study. The participants to be identified as the sample of the study will be selected in a quantitative manner.

3.6.5.1 Quantitative Sampling Techniques

Probability sampling is a quantitative sampling technique where the probability of each element of the population to be included in the sample of the study can be determined.

Gray *et al*, (2013:357) emphasize that “random sampling increases the extent to which the sample is representative of the target population. However, random sampling must take place in an accessible population that is representative of the target population.”

Vogt *et al*, (2012:122) elucidate that probability sampling gives each respondent a chance of being selected to participate in the study since sample probabilities are known and the inferential statistics procedures are used to make generalizations about populations.

3.6.5.2 Types of Probability Sampling

A variety of probability sampling techniques are available for the researcher to select the sample of a quantitative study. They are discussed below;

3.6.5.2.1 Simple random sampling

The simple random sampling presents all units with an equal opportunity to be selected to partake in the study. Weisberg (2009:238) advances that simple random sampling is simplest form of probability sampling. It provides each element with an equal opportunity to be selected.

3.6.5.2.2 Stratified random sampling

The stratified random sampling divides the population into groups so that each unit belongs to a particular group.

Connaway and Powell (2010:125) suggest that stratified random sampling occurs when all the population elements are divided into groups or categories. After that, independent random samples are drawn from each group. Connaway and Powell further assert that “this technique represents modification of simple and systematic random sampling in that it reduces the number of cases needed to achieve a given degree of accuracy or representativeness. Moreover, the strata must be defined in a way that each element appears in only one stratum.”

3.6.5.2.3 Cluster sampling

This type of sampling decreases the large number of the population to a manageable number. The total population is broken down into groups (clusters).

Jackson (2003: 60) stipulates that in a case whereby the population is too large for random sampling, researchers use cluster sampling. It is often used when a sampling frame of a list of names is not available and only a map of the geographical area that is needed. It is also used in cases when economic considerations and cluster criteria are important in the study.

3.7 SECTION C

In closing, this section provides a table that shows the comparisons between the research paradigms.

3.7.1 COMPARISON BETWEEN QUANTITATIVE AND QUALITATIVE APPROACHES IN SOCIAL RESEARCH

The table below presents the distinct features of each of the research approaches in social research:

3.7.1.1 Table 2: Difference between the two approaches

QUANTITATIVE APPROACH	QUALITATIVE APPROACH
Epistemology roots in positivism	Epistemological roots in phenomenology
Purpose is testing predictive and cause-effect hypothesis about social reality	Purpose is constructing detailed descriptions of social reality
Method utilises deductive logic	Method utilises inductive logic
Suitable for a study of phenomena which are conceptually and theoretically well	Suitable for a study of a relatively unknown terrain; seeks to understand phenomena

developed; seeks to control phenomena	
Concepts are converted into operational definitions; results appear in numeric form and are eventually reported in statistical language	Participants' natural language is used in order to come to a genuine understanding of their world
The research design is standardised according to a fixed procedure and can be replicated	The research design is flexible and unique and evolves throughout the research process
Data are obtained systematically and in a standardised manner	Data sources are determined by information richness of settings; types of observation are modified to enrich understanding
The unit of analysis is variables which are atomistic	The unit of analysis is holistic, concentrating on the relationships between elements, contexts, etc. The whole is always more than the sum

Source: De Vos *et al.*, (2011:66)

3.8 CONCLUSION

This chapter dealt with research methodology and design available to researchers. Research is a systematic process of inquiry that follows a sequence of steps to accumulate and understand the world around us. The chapter is divided into three sections. Each section covered a research paradigm.

Section A accentuated the qualitative approach. It clearly defined the approach and provided its characteristics. It briefly discussed qualitative data collection and gathering methods that can be utilised by a qualitative researcher. It also included qualitative data analysis and interpretation techniques. Furthermore, qualitative sampling techniques were highlighted.

Section B elucidated the quantitative approach. The definition of the approach was articulated and its distinctive features were provided. Quantitative data collection and gathering methods were described. It explained the quantitative data analysis and interpretation techniques. It also elaborated on quantitative sampling techniques.

Section C touched on the mixed method approach whereby both the qualitative and quantitative approaches are used together. A comparison of the two research methods was tabled in this section.

The two paradigms (qualitative and quantitative) have their own distinct features meaning that no research method is greater or better than the other. They are both purposeful in their aspects. Researchers should engage themselves about the differences of these approaches in determining which the better choice to conduct their research project is. In this context, the researcher selected the qualitative approach. The following chapter is about data collection and presentation, and data analysis and interpretation.

CHAPTER 4: DATA COLLECTION AND PRESENTATION, AND DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The previous chapter dealt extensively with research design and methodology. It highlighted in particular the research approach, paradigm, design and research methods that are employed in this research endeavour. This particular chapter focuses on the issue of data collection, gathering, analysis and presentation.

In this chapter data collection, gathering and presentation discussed in chapter 1 is used with due consideration to the reliability, the validity and the credibility of the data. The collection of this data was done with great circumspection, ensuring that these characteristics of data are not compromised in any way.

This chapter consists of two sections: Section A and B. Section A will present the data collected and section B will analyse and interpret the information in line with the key problem and its sub-problems, research questions, and research objectives underlying the study.



4.2 SECTION A: DATA COLLECTION AND PRESENTATION.

This section is imperative for any research study as it ensures the reliability, validity and credibility of data.

4.2.1 The interview schedule.

The interview schedule comprises qualitative questions which are shown in Appendix A. The interview schedule enabled the subjects of analysis to express their views and to answer the questions as they pleased.

4.2.2 Responses as per municipality.

The following tables present the responses from the respondents as per municipality from the questions posed in the interview schedule.

4.2.2.1 Ngaka Modiri Molema District

4.2.2.1.1 Table 1: Data collection and presentation of question 1.

QUESTION 1. Does management in the municipality have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	Yes, it does. To clarify my answer, District municipalities are required by legislation to formulate the IDP Framework in consultation their constituent local municipalities. Therefore, we as the District together with the constituent local municipalities have prepared the 2016/17 IDP Framework Plan which outlines activities and timeframes to be followed during the review process.	It seems like there are procedures taken to monitor and ensure that the Integrated Development Plan (IDP) is carried out accordingly.
Mayoral Committee Member	The District will, for the duration of the IDP process, promote horizontal and vertical alignment with other role players through the various forums with the Executive Mayors, Municipal Managers and IDP coordinators meetings.	It looks like Integrated Development Plans throughout the district are aligned with the District Integrated Development Plan.
Municipal Manager	We will review our organisational structure to meet our service delivery mandate and implement and manage the performance management process, the IDP and budget.	It appears that action is taken to ensure effective and efficient service delivery.
Chief Financial Officer (CFO)	An IDP Framework Plan is established which outlines activities and their timeframes. This enables the District to avert from pressurising situations due to procrastination.	It appears that the activities in the Integrated Development Plan are carried out within the specified time frames.
Integrated Development Plan (IDP) Manager	The District has a running performance management system that notifies and keeps us on track. It manages the performance of the District and we are able identify areas that need attention or could be a challenge.	The District seemingly has a system that identifies challenges and improves the performance of the District.
Officials	Managers seem to take advantage of the authority vested in the	It is as if the management is abusing their power.

	position they uphold. Some officials come late to work and the management knock off early. Therefore leaving some unfinished paperwork.	
Community members	We are not happy at all with the District. When will they listen to us. The management does not show any genuine commitment to our challenges.	It seems like the people are not happy with the conduct of officials.

4.2.2.1.2 Table 2: Data collection and presentation of question 2.

QUESTION 2. What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSES	COMMENTS
The Mayor	In order to achieve the vision and mission, the municipality will strive to achieve the objectives which are categorised under local government key performance areas.	Apparently the Integrated Development Plan is in line with the vision and mission of the District.
Mayoral Committee Member	The municipality supports the millennium development goals as adopted by the United Nations and will support government's initiatives towards the attainment of these goals. These development goals have critical implications for the overall development in the municipality. They dictate that the municipality must give priority to the identified goals and to observe the set targets.	It seems like the District is focused with development.
Municipal Manager	In line with the legislative requirement and the need to integrate and align planning in the district, an IDP Framework was adopted by the district council in order to set the IDP process throughout the district in motion. The framework was also adopted by all the local municipalities. The IDP Process plan was also developed in consultation with the local municipalities to ensure that the district IDP is based on the	It seems like the Integrated Development Plan (IDP) of the District provides for the Plans of the local municipalities under its jurisdiction.

	IDPs of the local municipalities.	
Chief Financial Officer (CFO)	The structures and systems in place are very effective and efficient. The planning is conducted in line with the budget so as to avoid straining the budget or planning activities that are beyond the budget. I am well aware of Municipal Finance Management Act budget related policies.	It appears that there is a direct linkage between the budget and Integrated Development Plan (IDP) and the systems and structures are utilised.
Integrated Development Plan (IDP) Manager	The Municipal Systems Act, 32 of 2000, in Section 34, makes provision for a municipality to, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. The IDP was developed taking into account national, provincial and local plans and strategies. Among others, the following were taken into consideration: Government's five priorities, New Development Plan (Vision 2030), New Growth Path, Provincial Growth and Development Strategies and IDPs of local municipalities.	It looks like the Integrated Development Plan is in line with the national policies.
Officials	The District has structures in place to facilitate the Integrated Development Planning Process, such as, the Municipal Council, IDP Management Committee and the IDP Representative Forum.	Apparently there are structures in place that facilitate the implementation of the Integrated Development Plan.
Community members	Generally speaking, the District has structures, systems and procedures in place. The problem is the implementation. They are not living up to their expectations.	It seems like these structures, systems and procedures are not properly implemented.

4.2.2.1.3 Table 3: Data collection and presentation of question 3.

QUESTION 3. What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the municipality?		
SUBJECT OF ANALYSIS	RESPONSES	COMMENTS
The Mayor	The District is going to develop employee support and assistant programmes; skills retention policy; employee wellness programme; and employee benefit programmes such as study aids. This will increase the current skill level which is fairly on par.	Apparently there are programmes to be developed to further improve the skill level.
Mayoral Committee Member	The skills level in the District is good. In addition to it, we are going to offer competitive salaries, salary incentives and study bursaries to advance the skill level of officials in the District.	It appears officials are going to be encouraged and motivated to improve their skills.
Municipal Manager	The municipality faces the challenge of competition of skills. In order to give rise to the skills level, salaries are going to be reviewed to make them more competitive and enhance skills development and bursary policy to retain staff given bursaries.	It seems like the skill level is not satisfactory.
Chief Financial Officer (CFO)	I would like to believe that the recruitment policy of the District is well implemented. I went through screening before I was appointed. I hope every employee went through the processes and procedures of the recruitment policy.	It looks like all the employees have the required qualifications to be in their respective positions.
Integrated Development Plan (IDP) Manager	The skills level is to my satisfactory. The team I work with and the heads of department are progressing effectively. I have not yet meet any challenges regarding the skill and knowledge capacity of the officials I work with.	Apparently the officials are qualified and skilled.
Officials	There is a lack of technical skills for service maintenance and operations of water and sanitation.	It appears that there is a shortage of some skills.
Community Members	The District is full of political appointments. All they care about is taking home their big salaries whereas we as the public who are	It seems like there is political interference.

	supposed to be served are not provided any basic salaries.	
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4.2.2.1.4 Table 4: Data collection and presentation of question 4.

QUESTION 4. What is the nature of communication channels between communities and the municipality?		
SUBJECT OF ANALYSIS	RESPONSES	COMMENTS
The Mayor	The District is striving for an integrated planning characterised by cooperation between government, business and the community. In order to ensure that this integration support government's planning imperatives, the District municipality plan is in line with national and international planning priorities and standards	It looks like the District is committed to the standards and priorities set nationally and internationally.
Mayoral Committee Member	The District and its family of municipalities have employed different ways to ensure that the communities get involved in the municipal planning processes.	It seems like the District gives consideration to community participation.
Municipal Manager	Public participation implies broad-based communication, the provision of accurate and reliable information to the general public. The effectiveness of any participation process is fundamentally linked to the institutional capacity of the District to maintain an effective communication system.	It appears that the significance of community participation is employed.
Chief Financial Officer (CFO)	A new approach to planning and implementation has been adopted to ensure that the District responds timely to the needs of the community through a strong partnership with local municipalities and sector departments.	It looks like there is a strong partnership between the District and the five local municipalities that ensures service delivery.
Integrated Development Plan (IDP) Manager	A stakeholders / representative forum was held followed by the IDP Workshop. Although the latter was not fully attended, the Sector engagement meeting was a resounding success with a few of	It appears that the District has a strong community participation system.

	departments that failed to attend. A number of sessions were held with local municipalities and sector departments in order to solicit their inputs to the programmes and projects of the District.	
Officials	The District does not provide feedback to communities. However, if there is, it is poor. The people are not happy with the District.	It seems like there are no feedback mechanisms.
Community members	We have been complaining and raising our issues to the District. We have given up hope and decided to save our energy. We will try to solve these issues on our own because the government is not doing anything.	It appears that the public lost hope in the District.

4.2.2.1.5 Table 5: Data collection and presentation of question 5.



QUESTION 5. What is the position of Integrated Development Plan (IDP) budgeting systems, policies and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSES	COMMENTS
The Mayor	I approve the Service Delivery and Budget Implementation Plans. I also table the budget and Top-Level SDBIP to Council for approval. I monitor monthly budget statement and comment and receive performance reports quarterly from the internal auditor and the audit committee. These are some of the procedures I undertake regarding the budget.	It looks like there is a delegation of powers in handling and approving the budget.
Mayoral Committee Member	The district faces huge service backlogs related to large numbers of people with no access to services, historical lack of maintenance, insufficient bulk services etc. This happens amidst poor revenue base and the inability of local municipalities to collect revenue. The district has therefore developed ingenious ways of resourcing its capital needs by accessing bridging finance from the Development Bank of Southern	It appears that the District is taking measures to address the challenges it faces.

	Africa.	
Municipal Manager	The municipal strategy is reliant on the alignment of the IDP, Budget and SDBIPs and the performance management system. The municipality will ensure that there is effective communication, organisation wide decision making and buy-in from all levels.	It is apparent that there are systems and structures in the District.
Chief Financial Officer (CFO)	The Regulations and MFMA requires municipalities to develop and implement mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes. This is meant to ensure that performance information collected by the municipality is verifiable, reliable and correct through the internal audit function.	It appears that the District complies with the law.
Integrated Development Plan (IDP) Manager	There is a lack of finance skills in the budget and treasury unit. However strategies like proper screening of intern intakes; training of existing staff and interns; and issuing of bursaries to students in the district are in place to assist the District.	It seems like the District is implementing measures to address the lack of financial skills.
Officials	The District uses outdated policies and the public must be involved in the review of these policies.	Apparently the District is not up-to-date with current and relevant policies.
Community members	We have been experiencing a lack of quality water for some time now. We have been complaining and sometimes strike regarding the quality of water we receive. There has been no change or whatsoever. We don't know if the budget is there or not anymore.	It looks like the District is not responsive to needs of the public.

4.2.2.2 Mafikeng Local Municipality.

4.2.2.2.1 Table 6: Data collection and presentation of question 1

QUESTION 1. Does management in the municipality have a genuine commitment to tackle Integrated Development Planning (IDP) challenges?			
SUBJECT ANALYSIS	OF	RESPONSE	COMMENT
The Mayor		We have programmes that are very effective regarding the Integrated Development Plan issues, we hold council strategic planning sessions where we review strategic objectives and priorities as well as a strategic plan that is prepared to be included in the Integrated Development Plan and the political outreach to communities whereby the public is consulted and encouraging public participation and informing the communities about the Integrated Development Plan and obtaining ideas and comments from the public.	Apparently meetings are held to discuss issues pertaining to the Integrated Development Plan.
The Mayoral Committee Member		So far so good, everyone is happy with the Integrated Development Plan.	Apparently the programmes are doing well.
Municipal Manager		The municipality serves the citizens under its jurisdiction and the municipality has programmes that are effective as they allow the municipality to reach out to the people and hear their complaints which the municipality can address in the Integrated Development Plan and internal programmes as well like reviewing sector plans.	The programmes enable the municipality to communicate with the people.
Chief Financial Officer		The municipality does have commitment, for example, the Integrated Development Plan Review/Budget workshop which is held and it is every effective.	Apparently the Chief Financial Officer is knowledgeable about the programmes.
Integrated Development Plan (IDP) Manager		We are yet to make improvements as we have an issue with consultation with communities as we are receiving complaints from residents on certain issues, for example, the issue of drinkable	Apparently the municipality faces the issue of community consultation.

	water has been going on.	
Officials	The programmes are not effective as such because some of the programmes are not executed and other programmes are just placed there. There are managerial posts that that are still vacant and the authorisation that is supposed to be coming from that managerial seat is unavailable and yet approvals are made even when the managerial seat is empty.	Apparently transparency is not practiced in the municipality.
Community Members	The municipality does not have the genuine commitment, whatever programmes are in place, they are not effective, we are still out here complaining about service delivery. We complain mostly about drinkable water, electricity and refuse removal.	Apparently the input that the people make is ignored.

4.2.2.2.2 Table 7: Data collection and presentation of question 2

QUESTION 2. What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the municipality?			
SUBJECT ANALYSIS	OF	RESPONSE	COMMENT
The Mayor		As a government we are to serve the people, so the municipality must serve its communities and the Integrated Development Plan was introduced as an instrument to promote developmental local government. The municipality must adhere to Acts such as the Municipal Systems Act 32 of 2000 and the Municipal Structures Act 117 of 1998 aligned with the Integrated Development Plan which compels the municipality to adopt an Integrated Development Plan.	It seems that the municipality is well structured accordingly and the Integrated Development Plan is executed efficiently and effectively.
The Mayoral Committee		Participation is vital in the Integrated Development Plan. All relevant stakeholders are to participate and there are policies put in place to enable transparent participation.	Apparently every stakeholder is included and nothing happens behind closed doors.
Municipal Manager		The municipality has a	It seems like the municipality

	<p>Performance Management System (PMS) which monitors the performance of the Integrated Development Plan, the Service Delivery Budget Implementation Plan (SDBIP) is in place which is evaluated annually. Participation is very key in the Integrated Development Plan and we have certain policies that force the municipality to conduct community consultation. The municipality held a community participation road show where the municipality travelled to a neutral place to allow wards to attend but now the municipality visits every ward to ensure that everyone participates. The municipality also has the budget policy and the municipality has employed an Integrated Development Plan structure.</p>	<p>is implementing some of the policies put in place such as community participation.</p>
<p>Chief Financial Officer (CFO)</p>	<p>I am not sure of the policies and strategies put in place. I only adhere to the policies aligned to my role as the Chief Financial Officer of the municipality of which are the Municipal Finance Management Act budget related policies. In my case, there is a mid-year budget and performance assessment outlined in Section 72 of the Municipal Finance Management Act) and issuing of budget parameters and templates for compilation of the budget.</p>	<p>Apparently there is delegation in the municipality which is fundamental because employees are tasked with responsibilities of certain tasks only. No employee can perform all the functions of a municipality.</p>
<p>Integrated Development Plan (IDP) Manager</p>	<p>The municipality has the Service Delivery Budget Implementation Plan that is developed annually to track the implementation of projects and there are policies put in place that encourage us to consult with communities as their inputs are the core driving factor of the Integrated Development Plan.</p>	<p>Apparently improvements can be made to the Integrated Development Plan annually.</p>
<p>Officials</p>	<p>There is a policy called Training and Study Aid Scheme for councillors and officials which provides the officials as well as</p>	<p>Apparently the employees of the municipality should be highly skilled and knowledgeable</p>

	councillors with training to improve service delivery and another policy called the Workplace Skills Development Plan which promotes the development of skills in the workplace, not forgetting the Study Aid/Bursary Policy which provides the study aid to employees to better their skills. These policies allow officials to enhance their knowledge and skills about the Integrated Development Plan of municipality.	
Residents	Municipal employees attend workshops and/or training camps to equip themselves with the knowledge and skills of the Integrated Development Plan and the municipality holds a road show or visits our wards to allow us to table our complaints and teach us about the Integrated Development Plan.	Apparently the people are consulted.

4.2.2.2.3 Table 8: Data collection and presentation of question 3

QUESTION 3.			
What is the position regarding the skills level of Integrated Development Plan (IDP) officials and officers in the municipality?			
SUBJECT ANALYSIS	OF	RESPONSE	COMMENT
The Mayor		The municipality has employed and utilizes as well as encourages the appointment of qualified staff. As the Mayor, I have duties that I adhere to concerning the Integrated Development Plan with assistance from the Mayoral Committee such as adopting and approving the Integrated Development Plan and I must commend the municipality for their good job.	The Mayor is certain that municipality is filled with qualified employees.
Mayoral Committee		The municipality has qualified personnel.	The Committee is seemingly assured that all employees of the municipality are qualified.
Municipal Manager		The municipality has appointed qualified personnel with the relevant capacity to undertake any	Apparently the municipality is yet to fill the vacant managerial posts with

	duty given to them. There are a few managerial posts that are vacant and are yet to be filled. The Integrated Development Plan manager is skilled qualified to manage the Integrated Development Plan of the municipality.	qualified personnel.
Chief Financial Officer (CFO)	The municipality has skilled workers. I for one know my duties as the Chief Financial Officer of the municipality and have the required qualifications as well as the experience.	The municipality consists of not only qualified workers but experienced workers as well.
Integrated Development Plan (IDP) Manager	The municipality has the workers that are able to run the Integrated Development Plan.	Apparently the manager is happy with the staff.
Officials	The municipality has qualified workers and we undergo certain training to enhance our skills. Thing is we are qualified but still require certain skills and knowledge about the Integrated Development Plan, for example, I have a degree in Local Government but I am not educated enough with the Integrated Development Plan, so I have to go for training.	Apparently workers are given on-the-job learning and provided training.
Residents	The municipality employees are not all skilled and qualified to run the Integrated Development Plan of the municipality.	Apparently the public is unhappy with the service delivery.

4.2.2.2.4 Table 9: Data collection and presentation of question 4.

QUESTION 4. What is the nature of the communication channels between communities and the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	For the purpose of community consultation on the IDP, a five year service delivery report is compiled to form the basis for consultations. Wherein, an account of services rendered would be presented to communities to highlight achievements and challenges of implementing the IDP.	It seems like there is a communication channel between the municipality and its municipal area.
Mayoral Committee	The municipality places great emphasis on the involvement of communities and all its stakeholders in the integrated development planning process.	Apparently communities are involved in the planning process.
Municipal Manager	Service delivery issues were identified through re-prioritisation processes at ward meetings previously held with councillors, municipal officials, and various stakeholders including the community during the reviews. These issues emanated entirely from public participation programme undertaken by the municipality in a form of ward level community consultation meetings and mayoral izimbizo for the review of Integrated Development Plan (IDP).	The avenues for community participation are seemingly working.
Chief Financial Officer (CFO)	I am not well knowledgeable in community consultation. However, the wards were clustered into four and two cluster meetings were held in one day.	It looks like the municipality can manage all the wards under its jurisdiction.
Integrated Development Plan (IDP) Manager	The IDP Representative Forum was established during the 2007/8 to 2011/12 IDP planning process. It has been in existence since then. This Forum was established in line with the IDP guidelines to institutionalize and guarantee representative participation in the	It seems like representative participation is implemented in the municipality.

	IDP process. As well as to conform to the principles of Inter-Governmental Relations Act.	
Officials	There are 28 wards. These wards were represented with an average attendance of more than 300 people in all four meetings. The sessions were led by Ward Councillors and assisted by the established team comprising of PR councillors, senior municipal officials, and ward committee members.	Community members are seemingly attending consultation meetings.
Community members	Community members are not given feedback about the final decisions made. They are not fully involved in the planning process. These community meetings are not taken seriously.	Apparently there are no communication channels in place.


4.2.2.2.5 Table 10: Data collection and presentation of question 5

QUESTION 5. What is the position of the Integrated Development Plan (IDP) budgeting systems, policies, and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The Integrated Development Plan (IDP) serves as an integral part of the budget. However, it is submitted as a separate document. The IDP document outlines the development and improvement of infrastructure in the municipal area. The infrastructure is funded mainly through the Municipal Infrastructure Grant (MIG). Infrastructure funded by provincial and other stakeholders is also indicated in the IDP document.	Apparently there are funds allocated for development and are in line with the Integrated Development Plan (IDP).
Mayoral Committee Member	The Integrated Development Plan (IDP) and the budget are integrated.	Apparently the budget and the Integrated Development Plan are integrated.
Municipal Manager	A SWOT analysis of the municipality was recently conducted and it revealed that the municipality faces budgetary challenges. Subsequently, the municipality has put in place various budget policies to address	It appears that there are budget policies in place to improve the budget of the municipality.

	these budgetary challenges.	
Chief Financial Officer (CFO)	The municipality has developed, adopted and it implements budget related policies. Most of these policies have been reviewed, workshopped and submitted to council for approval. These policies are used in terms of section 24(2)(c)(v) of the Municipal Finance Management Act, 56 of 2003.	Apparently the budget policies in place are approved.
Integrated Development Plan (IDP) Manager	The IDP/Budget steering committee was established through a council resolution to act as a working committee, which manages the day-to-day activities of the IDP and budget process. This committee is also responsible for finalizing IDP, budget and PMS. The committee convened several times to ensure proper planning and budgeting.	It seems like there are steps taken to ensure effective and efficient planning and budgeting.
Officials	The budget is heading in the right direction. There are policies that have been approved. They include, to name a few: Outdoor Advertising Policy; Indigent Policy; Credit Control and Debts Control Policy; Rates Policy; Supply Chain Management Policy; Fraud Prevention Policy; and the Budget Policy.	It appears that officials are aware of the budgets in place to enhance budget systems and procedures.
Community Members	The municipal budget is not at all aligned with the Integrated Development Plan. We attend community meetings and we are yet to see developments. The officials always tell us that there is no money.	It seems like the municipal budget is not properly planned to address social issues raised by communities.

4.2.2.3 Ramotshere Moiloa Local Municipality.

4.2.2.3.1 Table 11: Data collection and presentation of question 1

QUESTION 1. Does management in the municipality have a genuine commitment to tackle Integrated Development Planning (IDP) challenges?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	All senior managers sign a performance contract with the municipality. This ensures that they perform to their utmost best to achieve the objectives of the municipality.	It looks like senior managers set themselves to genuine commitment.
The Mayoral Committee Member	The municipality has established a performance management system that is commensurate with its resources, best suited to its circumstances and in line with the priorities, indicators and targets contained in its integrated development plan.	It appears that there is a system that functions towards the normal implementation of the Integrated Development Plan (IDP).
Municipal Manager	The municipality has a functional Performance Management System (PMS) framework in place. It has been consistently implemented since its approval by the Council. The Key Performance Areas (KPA) and Key Performance Indicators (KPI's) are based on the local priorities and IDP objectives.	It looks like the municipality developed a system that ensures that Integrated Development Plans (IDP) objectives are met. 
Chief Financial Officer	There are processes and procedures that have to be followed to avert challenges. Budget policies are reviewed to close any holes that may cause challenges and formulate remedial actions. They assist the municipality to focus on how to meet service needs in an efficient manner.	It seems like the municipality is focused on delivering services to communities amid challenges.
Integrated Development Plan (IDP) Manager	There are Key Performance Indicators that indicate the direction and progression we are making. These indicators have	Apparently Key Performance Indicators are planned and set to avoid challenges.

	been properly planned and any challenges have been avoided in setting them. So therefore, we put in great effort in dealing with challenges.	
Officials	Managers are aware of the threats posed by challenges. They have developed and facilitated a culture of performance. They urge us to be a municipality that service driven.	It looks like managers are prepared to address challenges.
Community Members	The municipality is slow on addressing challenges and during that time development programmes and projects stop.	The municipality is not strategic.

4.2.2.3.2 Table 12: Data collection and presentation of question 2.

QUESTION 2. What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality is not an island and must ensure a well-coordinated strategic relationship with other spheres of government and that is why the municipality's IDP must be aligned to other key planning and policy instruments from the national, provincial and the district government levels. One of the key objectives of Integrated Development Planning (IDP) is to ensure alignment between national and provincial priorities, policies and strategies.	Apparently the Integrated Development Plan (IDP) is aligned with national and provincial standards.
The Mayoral Committee Member	The Revised IDP Framework provides inter alia guidelines for determining priority services and project prioritisation, sector plans integration approach and process and guidelines, mechanisms and tools to link planning, budgeting, implementation, monitoring and reporting.	It appears that there are frameworks that regulate the Integrated Development Plan (IDP).
Municipal Manager	The Development objectives are formed in line with the local government Key Performance Areas together with Outcome 9,	It seems that the municipal objectives are in line with the National Development Plan.

	dealing with responsive, accountable, effective and efficient local government system.	
Chief Financial Officer	Performance Management System Policy Framework in place adopted by Council.	It looks like there is a system in place.
Integrated Development Plan (IDP) Manager	The municipality's revised IDP adheres to National Priority guidelines including developing specific objectives linked to the status quo analysis, strategies and key performance indicators. Later the whole continuum will be linked to the Service Delivery and Budget Implementation Plan (SDBIP), including performance monitoring and evaluation process.	It appears that there is a link between the municipality and the national government.
Officials	Systems and structures are in place to strengthen performance planning, monitoring and evaluation, reporting and reviewing.	There are strategies in place to support the performance.
Community Members	The municipality informs us about the structures in place that will help them to deliver services as well as monitoring the performance of the municipality.	It looks communities are aware of structures and systems.

4.2.2.3.3 Table 13: Data collection and presentation of question 3.

QUESTION 3. What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality has a Recruitment and Appointment Policy that prescribes the process to be followed in the recruitment and appointment of personnel. In addition, the Staff Retention Policy/Succession Plan is in place to ensure that the municipality retains competent staff.	It looks like the municipality has and keeps competent staff.
The Mayoral Committee Member	Proper measures have been taken and have policies in place that ensures that the municipality employs qualified and relevant people who have the skills and knowledge to carry out certain tasks.	It seems like the municipality has skilled and qualified workers.
Municipal Manager	The Corporate Services Department that is responsible for managing resources reported that the municipality lacks properly coordinated training programmes for employees and it also lacks skilled personnel that can achieve the municipality's objectives.	It appears that the municipality is not concerned with enhancing employees' skills.
Chief Financial Officer	There is a Recruitment and Appointment Policy that sets out the process and procedures a candidate has to undertake to be appointment.	It looks like officials and officers go through a process before being appointed.
Integrated Development Plan (IDP) Manager	Some of the officials are qualified and still require more skills to fully carry out their duties.	Apparently there are officials and officers who do not have the relevant and necessary qualifications.
Officials	The Council is yet to adopt the Workplace Skills Plan which aims to promote the development of skills in the workplace.	It seems that the officials and officers require skill development.
Community Members	The municipality is full of political appointments. Some of the officials and officers do not have the relevant qualifications and some no qualification at all.	It looks like there are no strategies in place regarding recruitment.

4.2.2.3.4 Table 14: Data collection and presentation of question 4.

QUESTION 4. What is the nature of communication channels between communities and the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The objectives of the office of the Mayor among others are to ensure communities are well taken care off in terms of their various needs. These needs are articulated through community consultation sessions. The Mayor ensures that there is effective communication with the media and stakeholders.	It appears that community consultation is important to the municipality.
The Mayoral Committee Member	The municipality has a good record of consultation with communities.	Apparently the community is satisfied with the municipality.
Municipal Manager	The municipality is proud of the way it conducts community consultation programmes. Although, some areas lack strong community participation.	It looks like the municipality needs improvement.
Chief Financial Officer	The municipality is set on ensuring the full use of community participation mechanisms. There is a fair budget allocated for community participation.	It seems municipal community consultations are well-funded.
Integrated Development Plan (IDP) Manager	Ward Committees are working effortlessly to ensure that the public is involved and informed about our affairs.	It looks like they have active ward committees.
Officials	The municipality still needs to visit farmers because there is a poor or non-existent relationship with the farming community.	It appears that the municipality still needs to expand.
Community Members	The municipality gives us a good ear during our meetings. They give us the platforms to voice our concerns.	Apparently communities take control during their meetings with the municipality.

4.2.2.3.5 Table 15: Data collection and presentation of question 5.

QUESTION 5. What is the position of the Integrated Development Plan (IDP) budgeting systems, policies, and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The Revenue Enhancement Programme is developed	It looks like the municipality is formulating budget policies.
The Mayoral Committee Member	The Council has adopted various financial policies for the municipality, namely, but not limited to: Credit Control Policy, Delegation System, Indigent Household Policy; and the Debt Control and Debt Collection Policy	It looks like there are policies in place in respect with the financial management.
Municipal Manager	The position is not satisfactory because there are inadequate financial management policies (e.g. budget related policies) and supporting By-Laws. We do not have a financial plan (e.g. pricing strategy for tariffs, cost recovery strategy). Furthermore, there is a lack of coordination and reporting on MFMA implementation priorities.	It appears that the municipality still uses outdated policies which do not comply with the law.
Chief Financial Officer	Supply Chain Management units and committees are in place. Furthermore, strategies are being implemented such as expenditure and budget management strategies; efficient and effective financial management; and supply chain management strategies.	It looks like there are structures and procedures in place.
Integrated Development Plan (IDP) Manager	The budget does not connect with the IDP.	Apparently there is no relationship between the budget and Integrated Development Plan process plan.
Officials	Submission of annual financial statements on time used to an issue. A system has been set to timeously update financial records.	It appears that the municipality is up-to-date with their financial reports.
Community Members	As a community we are waiting to see the development projects and programmes they promise us. Development occurs very little in our communities. The municipality	It seems like the municipality has a low revenue base and the budget is not linked to the Integrated Development

	is still gathering the money to bring development.	Plan.
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4.2.2.4 Ditsobotla Local Municipality.


4.2.2.4.1 Table 16: Data collection and presentation of question 1.

QUESTION 1. Does management in the municipality have a genuine commitment to tackle Integrated Development Planning (IDP) challenges?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	Each senior manager's performance is based on the targets outlined in the Service Delivery and Budget Implementation Plan which forms part of the performance contract.	It appears that senior managers are monitored.
Mayoral Committee Member	All senior managers enter into a performance contract with the municipality. The essence of contracting performance is to specify objectives and targets that must be met by an employee and serve to communicate the expectations of the employer.	It seems like senior managers have to reach certain targets.
Municipal Manager	The municipality currently uses the Municipal Scorecard as a model for performance management. The model covers five perspectives, they are: financial management perspective; institutional development perspective; service delivery perspective; municipal development perspective; and governance processes perspective. These five perspectives are also derived from the five key performance areas of local government which the municipality uses for planning and reporting.	It looks like there are mechanisms in places to measure the performance of the municipality.
Chief Financial Officer (CFO)	All performance audits occur within the framework of the Municipal Planning and Performance Management Regulations, 2001. The Internal Audit function and the External Audit will continuously audit the performance reports and produce a	Apparently municipal reports are conducted within a policy framework.

	quarterly and annual audit report respectively.	
Integrated Development Plan (IDP) Manager	For each key performance area, the council set objectives to be met within the period of the Integrated Development Plan with the key objectives describing the main tasks to be performed. The objective set in terms of the key performance areas need to be result-oriented and impact focused.	It appears like the Integrated Development Plan is driven by objectives it aims to reach.
Officials	Senior managers always press us to perform to our utmost best. They motivate us in doing well. They also have systems in place to monitor and evaluate our performance. The planning is intense and everything works accordingly.	It seem like officials are encouraged to perform to the best of their abilities.
Community Members	The municipality keeps on experiencing problems every year. They always inform us about the challenges they face to deliver services. They try to address these challenges.	It looks like the municipal Integrated Development Plan is obstructed by challenges.

4.2.2.4.2 Table 17: Data collection and presentation of question 2.

QUESTION 2. What is the nature of the Integrated Development (IDP) structures, systems, processes and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	There are programmes in place that are of use regarding the Integrated Development Plan (IDP) issues. We hold council strategic planning sessions where we review strategic objectives and priorities as well as a strategic plan that is prepared to be included in the Integrated Development Plan. Furthermore, there is a political outreach to communities whereby they are consulted and encouraging public participation. They inform communities about the Integrated Development Plan and obtain ideas and comments from the public.	Apparently open meetings with the public are held to discuss issues regarding the Integrated Development Plan.
Mayoral Committee	To achieve greater integration and	It seems like there are no

Member	effective relationship between the political and administrative wings of the municipality, the municipality will (a) Align the Portfolio Committee to the Directorates; (b) Adopt a cluster planning approach that will ensure that decisions around planning is done in a more integrated manner; and (c) Ensure consistency in the frequency of Senior Management Meetings.	problems in the municipality regarding politics and administration. There is a smooth operation.
Municipal Manager	The current structure is re-oriented towards effectively and efficiently addressing the current internal (institutional service delivery and infrastructure development planning) and challenges faced by the external stakeholders (communities).	Apparently the current structure addresses service delivery issues.
Chief Financial Officer (CFO)	The Chief Financial Officer developed a finance turnaround strategy. This strategy reviews and implements the financial policy to be in line with the provisions of the Municipal Finance Management Act. It also improves financial accounting capacity as well as controls and procedures.	It looks like strategies are in place to aid the municipality on budget related matters. 
Integrated Development Plan (IDP) Manager	The structures and systems ensure compliance with legal requirements for the development and implementation of a credible IDP and Budget.	It appears that the structures, systems, procedures and policies are lawfully formulated and implemented.
Officials	The Service Delivery and Budget Implementation Plan is a management and implementation tool that provides information annually, such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality.	It looks like the Integrated Development Plan is evaluated annually.
Community Members	Municipal employees are provided with workshops and/or training camps to attend to equip themselves with the knowledge and skills of the Integrated Development Plan. Ward Committees are there to encourage	It seems like the municipality has systems and structures in place to capacitate officials and for community consultation.

	and serve community consultations.	
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4.2.2.4.3 Table 18: Data collection and presentation of question 3.

QUESTION 3. What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality develops on an annual basis a Workplace Skills Development Plan detailing the training and skills needs of both the councillors and staff.	It appears that the skills and knowledge of municipal staff is enhanced every year.
Mayoral Committee	The municipality has over the past two financial focused on critical skills such as financial management and engineering studies.	Apparently the municipality is short of certain skills.
Municipal Manager	The municipality has a five-year Equity Plan which aims to implement actions that will provide sufficient skills in various job categories and to ensure that the labour force is representative of skills of the broader community, taking into account the available skills and socio-economic situation of the community.	It seems like the officials employed are well capacitated and knowledgeable about communities.
Chief Financial Officer (CFO)	In compliance with the requirement for minimum competencies at managerial level, all senior and middle managers including finance officers have enrolled for a Certificate Programme in Management Development (CPMD).	It looks like employees are granted opportunities to advance their skills.
Integrated Development Plan (IDP) Manager	As part of responding to developing scarce engineering skills the municipality in partnership with National Treasury incepted the Infrastructure Skills Development Programme which is aimed at assisting young graduates qualify as professional engineers while providing valuable service to communities.	It appears that there are programmes in place to build and capacitate future employees for the municipality.
Officials	The municipality still needs to provide skilled and competent staff	Apparently there is a lack of well-capacitated,

	or employees.	knowledgeable and well-trained staff.
Community Members	You do not need a qualification (degree and above) to work in a municipality. Most of the officials are not qualified and do not have the skills. They do not know how to operate systems and that is why there is no service delivery.	It seems like some of the officials do not meet the requirements to be employed by the municipality.

4.2.2.4.4 Table 19: Data collection and presentation of question 4.

QUESTION 4. What is the nature of communication channels between communities and the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality realises the central role played by the community and general public in municipal planning and development processes. Community involvement in local governance is vital to promote accountability, transparency and participatory democracy. In order to advance this focal area, the municipality involves the community and public in its affairs.	It seems the municipality is aware of the impact of community consultations.
Mayoral Committee	In advancement to the nature of our communication channels, I will give an example; we conduct council meetings that are open to the public. It supports accountability and transparency in the municipality because the decisions taken by council are in the public eye.	It looks like the community is aware of the decision makers and are present when decisions are made.
Municipal Manager	The municipality involves the community in its affairs through various mechanisms such as, ward committees and ward-based community meeting.	It appears that there are mechanisms in place to conduct community consultations.
Chief Financial Officer (CFO)	One of the communication channels that the municipality uses is the annual and quarterly reports. Communities are informed of developments through periodic reports as required by legislation for inputs on how to further improve municipal performance.	It seems like community members are informed on the performance of municipalities.

Integrated Development Plan (IDP) Manager	The municipality puts in great effort for community participation. There are various mechanisms or ways in which municipalities can involve communities in their affairs, the IDP in particular. The municipality uses council meetings, quarterly and annual reporting, community development workers, ward committees and ward-based community meeting.	Apparently avenues for community consultation are formulated.
Officials	Community participation mechanisms utilised in the municipality are fully implemented.	It looks like community participation is implemented in the municipality.
Community Members	We are informed about the developments that are going to occur in our communities. We attend ward and council meetings so that we are kept up-to-date and to voice our concerns. However, that is just it. We do not know what happens after.	It seems that the municipality uses the platforms created to involve communities in their affairs. However, they are not influential.

4.2.2.4.5 Table 20: Data collection and presentation of question 5.

QUESTION 4. What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	For the municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management and expenditure management is fundamental to the financial sustainability of every municipality.	It looks like the municipality has a strong point on revenue and expenditure management.
Mayoral Committee	The reality is that we are faced with development backlogs, unemployment, poverty and old infrastructure assets. The expenditure required to address these challenges will inevitably always exceed available funding. Hence, difficult choices have to be made in relation to tariff increases	Apparently there are measures that are taken to address developmental challenges.

	and balancing expenditures against realistically anticipated revenues.	
Municipal Manager	There is little alignment between the IDP and the Service Delivery and Budget Implementation Plan (PMS).	It appears that the Integrated Development Plan (IDP) is not aligned with systems.
Chief Financial Officer (CFO)	The 2015/2016 Medium Term Revenue and Expenditure Framework and the Multi-year Budget has been prepared to reflect the three year plan of the municipality. In addition, the directive from National Treasury based on MFMA circulars No 66, 67, 70 and 72 were used as the bases for preparation of this budget.	It seems like regulatory and policy frameworks are utilised.
Integrated Development Plan (IDP) Manager	The alignment of the budget to the IDP is yet to be fully achieved in some programme areas and is one of the key challenges that have been identified regarding the integrated development planning process and will receive attention through this revised plan.	It appears that the budget is not linked with the Integrated Development Plan.
Officials	The municipality's financial position is poor due to inadequate capacity as well as poor finance management controls and systems.	It seems like there are no budget systems to facilitate the municipal budget.
Community Members	The Integrated Development Plan is not planned bearing the budget in mind. The low rate of service delivery shows that there are no budget systems, structures and policies.	It looks like the budget and Integrated Development Plan are planned separately.

4.2.2.5 Ratlou Local Municipality.

4.2.2.5.1 Table 21: Data collection and presentation of question 1.

QUESTION 1. Does management in the municipality have a genuine commitment to tackle Integrated Development Planning (IDP) challenges?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality has developed a Performance Management System and a Monitoring and Evaluation System. These systems provide the municipality with crucial information that assists in dealing and avoiding certain challenges. Among other things we work towards ensuring that community receive quality basic services.	Apparently the municipality has measures in place to address challenges.
The Mayoral Committee Member	The municipality uses the Balanced Scorecard as an approach to strategic management.	It seems like the municipality has a strategy in place.
Municipal Manager	The municipality currently uses the Municipal Scorecard as a model for performance management. This scorecard enables the performance of managers to be evaluated in the achievement of municipal vision and mission.	It appears that the municipality has a strategy in place to work through the challenges.
Chief Financial Officer	The Scorecard enables the municipality to focus on how to meet service needs in an efficient manner.	It looks like there is a strategy in place to ensure that services are provided.
Integrated Development Plan (IDP) Manager	As a manager, challenges are always expected and experienced. The municipality uses a Scorecard approach to assess the performance of employees and therefore, how they deal with challenges will reflect if it's a good performance or not. The municipality strives for optimal performance in the implementation of the IDP.	It appears that the municipality strives to perform optimally in implementing the Integrated Development Plan (IDP) despite challenges being there.
Officials	There municipal management is taking and strengthening measures to counter challenges that restrict services to be delivered as stated in the IDP.	It seems like the municipality addresses challenges.
Community Members	The municipality is taking it one	It looks like the municipality

	step at a time to address our challenges. Although they are taking time.	addresses challenges gradually.
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4.2.2.5.2 Table 22: Data collection and presentation of question 2.

QUESTION 2. What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality has a management system that enables the municipality to clarify its vision and strategy and translate them into action. It provides feedback around both the internal processes and external outcomes in order to continuously improve Integrated Development Planning performance and results.	It looks like there are systems in place.
The Mayoral Committee Member	In addition, the Scorecard is a format for describing activities of the municipality through a number of measures, they are: Community Satisfaction, Financial Results, Internal Processes and Learning and Growth.	It seems like the municipality has criteria to measure the Integrated Development Plan (IDP).
Municipal Manager	The municipality utilises a Balanced Score Card as a model to plan, implement, monitor and evaluate performance. The Balanced Scorecard methodology is just one of the tools and methods used whereby an organisation can develop a strategy and align operations and activities to the strategy.	It looks like the Balanced Scorecard approach has the required systems and procedures for Integrated Development Planning (IDP).
Chief Financial Officer	The municipality has in place the Risk Management Framework and the Internal Audit function has taken into consideration the IDP and the Service Delivery Budget Implementation Plan.	It appears that the municipality has a framework and functions that are aligned to the Integrated Development Plan (IDP).
Integrated Development Plan (IDP) Manager	The LED is a component of the municipality's overall strategic plan as outlined in the IDP process. The strategy provides the municipality with guidelines to create and facilitate economic development,	It seems like there are other strategies in place in line with the Integrated Development Plan (IDP).

	realise the underlying economic development potential, and encourage private sector investment and job creation.	
Officials	The municipality has a Strategy Map in place that leads to the development of Performance Plans at different levels that is used as the management tool whereby planning, implementation, monitoring, review measurement, and assessment are facilitated.	It looks like there are strategies in place to facilitate the Integrated Development Plan (IDP) process.
Community Members	The municipality has informed us about the structures in place to facilitate Integrated Development Planning (IDP) in the community. The only problem is that we are still waiting to see results.	It appears that the municipality is failing to put these structures into action.

4.2.2.5.3 Table 23: Data collection and presentation of question 3



QUESTION 3. What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	There is a legal framework and the National Skills Development Strategy that are intended to encourage employers to comply with legislations regarding the recruitment and retaining of human resource.	It seems that there are procedures followed and implemented lawfully with respect to human resources.
The Mayoral Committee Member	The municipality has developed a comprehensive Work Skills Development Plan (WSDP) which the Employment Equity Plan forms an integral part and has registered with the Local Government Sector Education and Training Authority.	Apparently the municipality has a skills development programme and complies with set standards.
Municipal Manager	The municipality places greater emphasis towards capacitating its personnel in line with the Skills Development Act (Act.No.97 of 1998), the Skills Development Levies Act (Act No. 9 of 1999) and the South African Qualification Authority Act (Act No. 58 of 1995).	It appears that the municipality's skills level meets the skill development prescripts passed by parliament.

Chief Financial Officer	The greatest asset in the municipality is its staff. In line with that, the municipality has a comprehensive human resource strategy. It plays a vital role in the achievement of an organisation's overall strategic objectives and visibly illustrates that the human resources task fully understands and supports the direction in which the organisation is moving.	It seems like the human resource department in the municipality is qualified to carry out their tasks and duties.
Integrated Development Plan (IDP) Manager	There are policies and frameworks that assist in retaining skilled personnel; conduct learning and skills advancement programmes and promotes productive citizens by aligning skills development with national strategies for growth and development.	It looks like the municipality has policies that continuously improve the skills of officials and officers.
Officials	The skills level of officials is good. Although, the pressure to employ local residents often compromise quality.	It seems like there are officials and officers that are not well capacitated and skilled.
Community Members	The officials are well-conversant with us when they consult us. They explain everything to us in an understandable manner.	Apparently the officials are knowledgeable.

4.2.2.5.4 Table 24: Data collection and presentation of question 4.

QUESTION 4.			
What is the nature of communication channels between communities and the municipality?			
SUBJECT OF ANALYSIS	RESPONSE	COMMENT	
The Mayor	The Mission of the municipality is to provide excellent services through consultation for sustainable development. In essence, community consultation sessions are key for the municipality to achieve its mission.	It looks like community consultation sessions play a pivotal role in the municipality.	
The Mayoral Committee Member	Generally speaking we are experiencing some challenges regarding community consultation. There is poor participation by Dikgosi and other stakeholders.	It seems like there is no relationship between the municipality and traditional leaders.	
Municipal Manager	The municipality has structures in place that foster community participation, however, certain challenges obstructs and delays the	Apparently the municipality cannot fully carry out its community consultation.	

	full use of these structures.	
Chief Financial Officer	The municipality compiles monthly, quarterly and annual reports. These reports are made public as feedback to communities.	It appears that financial reports are made public.
Integrated Development Plan (IDP) Manager	There is a lack of resources for ward committees and impedes on the nature of communication channels.	It looks like ward committees are not fully operational.
Officials	The municipality needs to focus on those critical operations that enable them to satisfy citizens.	It seems like the community consultation sessions are not satisfactory.
Community Members	The municipality holds ward meetings and they encourage us to attend them. We are able to raise our issues and concerns regarding our areas.	It appears that community consultations are implemented effectively.

4.2.2.5.5 Table 25: Data collection and presentation of question 5.

QUESTION 5. What is the position of the Integrated Development Plan (IDP) budgeting systems, policies, and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	Budget planning is one of the most important components for the municipality to achieve its objects. There are systems, structures and policies that are in place to ensure that the IDP is budgeted well.	It seems like the Integrated Development Plan is well budgeted.
The Mayoral Committee Member	The IDP document outlines the development and improvement of infrastructure in the municipal area. The infrastructure is funded mainly through the Municipal Infrastructure Grant (MIG). Infrastructure funded by provincial and other stakeholders is also indicated in the IDP document.	Apparently the municipality has funding structures.
Municipal Manager	Monitoring tools for the implementation of the IDP includes: monthly budget statements that will be submitted to the Mayor and Provincial Treasury; quarterly reports to Council reporting on service delivery and the financial state of the municipality; and mid-term budget and performance assessment reports	It looks like the Integrated Development Plan (IDP) financial reports are provided frequently.

	and annual reports.	
Chief Financial Officer	Monthly budget statements are not comprehensive enough to include all supply chain matters and there is no compliance with supply chain regulations.	It looks like supply chain matters are not lawfully executed.
Integrated Development Plan (IDP) Manager	The budget is an important tool in the implementation of the IDP. The municipality has formulated and adopted policies that ensure that the funds and related activities required to implement the IDP financially are in place.	It seems that financial planning is important in the Integrated Development Plan (IDP).
Officials	The municipality compiles monthly, quarterly and annual reports that illustrate the performance of the budget in relation with the Integrated Development Plan.	It appears that the budget is monitored in line with the Integrated Development Plan (IDP).
Community Members	The municipality experiences financial issues most of the time. This delays development projects and programmes that we were told that they will happen.	It looks like there is no coordination of the budget and the Integrated Development Plan (IDP).

4.2.2.6 Tswaing Local Municipality

4.2.2.6.1 Table 26: Data collection and presentation of question 1.

QUESTION 1. Does management in the municipality have a genuine commitment to tackle Integrated Development Planning (IDP) challenges?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	Performance Agreements are to be signed by each head of department which serves as tools to assess the individual performance.	It seems like the municipality has measures in place to ensure that managers perform to their best potential.
The Mayoral Committee Member	The current performance management system is increasingly cascaded to all the employees.	It looks like the employees are monitored.
Municipal Manager	The organizational KPIs and quarterly targets are cascaded into Technical SDBIPs which serves as high-level plans for individual departments. Once organisational objectives and targets have been set it is possible to cascade these down to the relevant departments	It appears that all the employees and managers have to meet objectives.

	and individuals. Individuals and departments by achieving their objectives and targets contribute towards the council achieving the objectives and targets in the IDP.	
Chief Financial Officer	The municipality is allocating financial resource to all activities that will bring change in communities. Policies are being developed and implemented to ensure that services are delivered in a sufficient manner.	Apparently the municipality is taking preventive measures.
Integrated Development Plan (IDP) Manager	Planning occurs towards the end of each financial year following the review of the IDP. Key Performance Indicators and Targets are set at this stage. The municipality must involve the community in the development of the performance management system, setting of KPIs and performance targets in accordance with the regulations.	It looks like the municipality involves the community in their planning to avoid community dissatisfaction.
Officials	The municipality is facing serious challenges. There is chaos in the municipality. The management lacks accountability. Senior officials cannot carry out their duties.	It looks like the management is incompetent.
Community Members	Municipal officials are always absent at work. We are still waiting on the promises they made.	It seems like the officials and managers cannot carry out their tasks.

4.2.2.6.2 Table 27: Data collection and presentation of question 2.

QUESTION 2.		
What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality has systems and structures in place. It has adopted the Balanced Scorecard as a model to implement its performance management System.	It appears that the municipality has a strategy in place.
The Mayoral Committee Member	All the structures and systems in the municipality have been established in line with and according to the Acts passed by	It seems like the municipality is structured as prescribed by the law.

	Parliament.	
Municipal Manager	The municipality's Performance Management System has a framework that describes and represents how the municipality's cycle and processes of performance, planning, monitoring, measurement, review, reporting and improvement are conducted, organised and managed, including determining the roles of the different role players.	It looks like the municipality is managed well.
Chief Financial Officer	The municipality has developed and implemented mechanisms, systems and processes for auditing the results of performance measurements as part of its auditing processes as required by regulations and MFMA. This ensures that performance information collected by the municipality is verifiable, reliable and correct through the internal audit function.	Apparently the municipality has systems and structures in place that comply with the law.
Integrated Development Plan (IDP) Manager	The achievement of the municipal strategy is reliant on the alignment of the IDP, Budget and SDBIPs and the Performance Management System. The municipality ensures that there is effective communication, organisation wide decision making and buy-in from all levels.	It appears that there is a sound relationship and communication between the structures.
Officials	The municipality has put in place recognising and reward mechanisms to strengthen the alignment of the municipal systems and processes to the municipality's vision of providing effective and efficient services.	It seems like the municipality has measures in place to ensure that workers are performing.
Community Members	The only structure we see is the municipal building that is operating. All these other structures are not effective. We acknowledge the little that the municipality is doing. However, we cannot survive forever with the little that is provided.	It looks like the structures are not effective.

4.2.2.6.3 Table 28: Data collection and presentation of question 3

QUESTION 3. What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality is committed to filling each position with the relevant person. It follows a Recruitment Policy that stipulates all the processes and procedures candidates go through before being appointed.	It seems like the employees' skills are pertinent to their positions.
The Mayoral Committee Member	The appointment of staff is implemented within the boundaries of the policies dealing with employment.	It looks the employees meet the requirements.
Municipal Manager	The municipality has reached its Workplace Skills Development Plan targets.	It seems like the skill level is up to standard.
Chief Financial Officer	The municipality is facing challenges and some of these challenges are mostly financially related. The municipality needs to equip its staff and managers who deal with financial matters with skills. Moreover, it will be better if they recruit.	It looks like the municipality lacks adequate financial skills.
Integrated Development Plan (IDP) Manager	The IDP process requires certain personnel with the relevant skills and qualifications to conduct the phases. It requires different qualification and skills. Therefore, the municipality is consists of well-trained and qualified employees.	It appears that the municipality contains employees that are qualified in their different areas.
Officials	The municipality has developed a Workplace Skills Development Plan in place that aims to improve the skills of officials.	Apparently there are skill development programmes.
Community Members	Top managers do not have the qualifications, skill, and capability to carry out their duties.	It seems like managers are not appointed appropriately.

4.2.2.6.4 Table 29: Data collection and presentation of question 4.

QUESTION 4. What is the nature of communication channels between communities and the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality sets its objectives to respond to the 7 National General Key Performance Indicators. In order to determine the overall outcome of municipal performance, an annual community satisfaction survey is conducted and its results are used to measure the satisfaction level of the municipality's main customers.	It looks like the municipality acts in line with national standards to monitor their performance through communities.
The Mayoral Committee Member	Municipalities throughout the district, if I am correct face challenges with traditional leaders. In respect to that, the municipality has introduced support initiatives for Traditional Leaders and has already implemented a few.	It appears that the municipality is forming a sound relationship with traditional leaders.
Municipal Manager	The municipality has taken action and course to promote community participation. The functionality of ward committees has been magnificent for over three years.	It seems that their ward committees are effective.
Chief Financial Officer	The municipality reserves additional funds to ensure that communication channels are well implemented.	Apparently community consultations are budgeted for.
Integrated Development Plan (IDP) Manager	The priorities and objectives in the IDP are cascaded into the Top Layer Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP outlines High-level municipal plan for 1 year with organizational Key Performance Indicators (KPIs) and Quarterly Targets.	It appears that community needs drive the Integrated Development Plan.
Officials	The municipality consults with communities. However, things do not go as planned regarding conducting meetings.	It seems that community consultations are not well planned.
Community Members	The municipality alerts and notifies us with coming meetings. Communities are always there and every time officials do not make it	Apparently there is no accountability.

	to these meetings. Therefore, they are either cancelled or re-scheduled.	
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4.2.2.6.5 Table 30: Data collection and presentation of question 5.

QUESTION 5. What is the position of the Integrated Development Plan (IDP) budgeting systems, policies, and procedures in the municipality?		
SUBJECT OF ANALYSIS	RESPONSE	COMMENT
The Mayor	The municipality is going through a transformation to improve its budget systems, policies and procedures. Strategies are being developed to enhance revenue collection and promote financial accountability.	Apparently the municipality is enhancing its financial activities.
The Mayoral Committee Member	A comprehensive report indicating the performance of the municipality for the 1st six months of the financial year is prepared for council approval.	It seems like a strategy has been put in place to monitor its finances.
Municipal Manager	The municipality has received negative audit opinions over years and its assets are not properly accounted for. The previous financial statements have not been audited. The fact that the municipality does not have internal and external audit capacity is a setback as that breeds a litany of non-compliances with regulations.	It looks like the municipality is facing a financial crisis.
Chief Financial Officer	Heads of Departments report to the Municipal Manager on a quarterly basis. The reports must reflect whether key performance indicators and performance targets of the Service Delivery and Budget Implementation Plans are achieved.	It appears that there are quarterly reports compiled to monitor performance.
Integrated Development Plan (IDP) Manager	The municipality experienced financial issues which had a negative impact on the IDP. We have not thrown in the towel. Turnaround strategies are developed and implemented to address these financial issues so as to provide services.	It seems that the municipality is establishing its budget systems, policies and procedures.
Officials	The reporting is erratic and the municipality has no internal control	It looks like there are no policies and systems to

	measures.	regulate finances.
Community Members	We are not aware of the structures, systems, policies and procedures in the municipality.	It appears that communities are not empowered.

4.3 SECTION B: DATA ANALYSIS AND INTERPRETATION

The data collected and presented is further analysed and interpreted in this section. It is done so in regards to the key research question and its sub-problems, research questions, and research objectives underlying the study.

4.3.1 Data analysis and interpretation per municipality

This section analyses and interprets the data collected and presented in each of the municipalities under the jurisdiction of the District as well as the District.

4.3.1.1 Ngaka Modiri Molema District

4.3.1.1.1 Table 1: Data analysis and Interpretation of sub-problem, research question, and objective one of the study.

<p>Research sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District. Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District? Research objective 1: The nature and extent of management’s commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
SUBJECT OF ANALYSIS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems like there are procedures taken to monitor and ensure that the Integrated Development Plan (IDP) is carried out accordingly.	There is a monitoring and evaluation system in place.	With respect to sub-problem 1, research question 1 and research objective 1 the study depicted that from the responses and comments of the subjects of analysis, the officials and community members allude to the structures, systems, processes, and procedures in place to foster
Mayoral Committee Member	It looks like Integrated Development Plans throughout the district are aligned with the District Integrated Development Plan.	There is a relationship between the District and the five local municipalities under its jurisdiction.	
Municipal Manager	It appears that	Service delivery is a	

	action is taken to ensure effective and efficient service delivery.	priority.	commitment in managers being in place. However, officials and community members provided the researcher with the idea that even though mechanisms are there, genuine commitment is not displayed by management in the District to address challenges.
Chief Financial Officer (CFO)	It appears that the activities in the Integrated Development Plan are carried out within the specified time frames.	The Integrated Development Plan is completed in time.	
Integrated Development Plan (IDP) Manager	The District seemingly has a system that identifies challenges and improves the performance of the District.	The District monitors the Integrated Development Plan frequently.	
Officials	It is as if the management is abusing their power.	There is no equality and fairness from the management.	
Community members	It seems like the people are not happy with the conduct of officials.	Officials do not have a code of conduct.	

4.3.1.1.2 Table 2: Data analysis and Interpretation of sub-problem, research question, and objective two of the study.

Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.			
Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?			
Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently the Integrated Development Plan is in line with the vision and mission of the District.	The Integrated Development Plan represents the District's vision and mission.	With regard to sub-problem 2, research question 2, and research objective 2 the study found that the District does not have adequate Integrated Development Plan (IDP) structures, systems, processes
Mayoral Committee Member	It seems like the District is focused on development.	The District fulfils its developmental mandate.	
Municipal Manager	It seems like the Integrated Development Plan	The District caters for the local municipalities under its jurisdiction.	

	(IDP) of the District provides for the Plans of the local municipalities under its jurisdiction.		and procedures.
Chief Financial Officer (CFO)	It appears that there is a direct linkage between the budget and Integrated Development Plan (IDP) and the systems and structures are utilised.	Everything in the District is aligned.	
Integrated Development Plan (IDP) Manager	It looks like the Integrated Development Plan is in line with the national policies.	The District complies with national policies.	
Officials	Apparently there are structures in place that facilitate the implementation of the Integrated Development Plan.	The Integrated Development Plan is well implemented.	
Community members	It seems like these structures, systems and procedures are not properly implemented.	The structures and systems are not working.	

4.3.1.1.3 Table 3: Data analysis and Interpretation of sub-problem, research question, and objective three of the study.

Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently there are programmes to be developed to further improve the skill level.	The skill level is yet to be improved.	Relating to sub-problem 3, research question 3, and research objective 3 the study discovered that the recruitment policy needs to be revisited. The respondents were clearly eloquent. It drove the researcher to the conclusion that the skill level of officers and officials still needs to improve.
Mayoral Committee Member	It appears officials are going to be encouraged and motivated to improve their skills.	The District calls for improved skills and qualifications.	
Municipal Manager	It seems like the skill level is not satisfactory.	The skill level is low.	
Chief Financial Officer (CFO)	It looks like all the employees have the required qualifications to be in their respective positions.	Employees are well qualified.	
Integrated Development Plan (IDP) Manager	Apparently the officials are qualified and skilled.	Officials are well capacitated, and skilled.	
Officials	It appears that there is a shortage of some skills.	The District still needs to recruit qualified and skilled personnel.	
Community members	It seems like there is political interference.	Procedures, processes and systems are implemented whenever there is a political gain or personal gain (to help family and/or friends).	

4.3.1.1.4 Table 4: Data analysis and Interpretation of sub-problem, research question, and objective four of the study.

Sub problem 4: What is the nature of communication channels between communities and the District?			
Research question 4: What is the nature of communication channels between communities and the District?			
Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like the District is committed to the standards and priorities set nationally and internationally.	The service delivery is up to standard.	In this matter, the sub-problem 4, research question 4, and research objective 4 is clearly expressed and lead the researcher to the perception that the structures, systems, processes, and procedures are loose, which is detrimental to the municipality.
Mayoral Committee Member	It seems like the District gives consideration to community participation.	Community participation is important.	
Municipal Manager	It appears that the significance of community participation is employed.	Community participation initiatives are conducted properly.	
Chief Financial Officer (CFO)	It looks like there is a strong partnership between the District and the five local municipalities that ensures service delivery.	The District works together with the five local municipalities under its jurisdiction.	
Integrated Development Plan (IDP) Manager	It appears that the District has a strong community participation system.	Community participation programmes serve their purposes.	
Officials	It seems like there are no feedback mechanisms.	Communities are ignored.	
Community members	It appears that the public lost hope in the District.	The District is not fulfilling its mandate.	

4.3.1.1.5 Table 5: Data analysis and Interpretation of sub-problem, research question, and objective five of the study.

Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.			
Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?			
Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like there is a delegation of powers.	Accountability is encouraged.	In the case of sub-problem 5, research question 5, and research objective 5 the study revealed that the budget systems, structures, policies and processes are not sufficient.
Mayoral Committee Member	It appears that the District is taking measures to address the challenges it faces.	The District strives to do its best and address any challenges that may delay service delivery.	
Municipal Manager	It is apparent that there are systems and structures in the District.	The District is well structured and has systems to run operations.	
Chief Financial Officer (CFO)	It appears that the District complies with the law.	The District performs its functions lawfully.	
Integrated Development Plan (IDP) Manager	It seems like the District is implementing measures to address the lack of financial skills.	The District is improving itself.	
Officials	Apparently the District is not up-to-date with current and relevant policies.	The District is not well informed about new, amended and relevant policies.	
Community members	It looks like the District is not responsive to needs of the public.	Programmes are not fully implemented that address the concerns of the people.	

4.3.1.2 Mafikeng Local Municipality.


4.3.1.2.1 Table 6: Data analysis and Interpretation of sub-problem, research question, and objective one of the study.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District. Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District? Research objective 1: The nature and extent of management’s commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently meetings are held to discuss issues pertaining to the Integrated Development Plan.	The municipality should be experiencing a low dissatisfaction with issues that concern the Integrated Development Plan	Regarding this matter, the research sub-problem 1, research question 1 and research objective 1 were not clearly articulated and drove the researcher to the conclusion or gave the researcher an idea that there is no commitment in addressing Integrated Development Plan (IDP) issues.
Mayoral Committee Member	Apparently all is going smoothly with the programmes.	All the programmes are implemented fairly to address the issues affecting the Integrated Development Plan.	
Municipal Manager	The programmes enable the municipality to communicate with the people.	The municipality upholds its core mandate by serving the people. If the people are happy then there are no issues regarding the current Integrated Development Plan.	
Chief Financial Officer (CFO)	Apparently the Chief Financial Officer is knowledgeable of the programmes.	All those involved in the implementation of the Integrated Development Plan are well aware of the programmes of the Integrated Development Plan.	
Integrated Development Plan (IDP) Manager	Apparently the municipality faces the issue of community consultation.	The programmes put in place to address the issues of the Integrated Development Plan are not well executed.	
Officials	Apparently transparency is not practiced in the municipality.	Transparency is not practiced and is detrimental to service delivery of the municipality.	
Community members	Apparently the	The municipality does	

	input that the people make is ignored.	not address the needs of the people.	
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4.3.1.2.2 Table 7: Data analysis and Interpretation of sub-problem, research question, and objective two of the study.

Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.			
Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?			
Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems that the municipality is well structured accordingly and the Integrated Development Plan is executed efficiently and effectively.	The Integrated Development Plan follows the rules and regulations and has a good structure.	Observing this matter, the research sub-problem 2, research question 2 and research objective 2 was clearly expressed and lead the researcher to the perception that the structures, systems, processes, and procedures are not competent to tackle Integrated Development Planning (IDP) in the municipality.
Mayoral Committee Member	Apparently every stakeholder is included and nothing happens behind closed doors.	Transparency and openness is practiced.	
Municipal Manager	It seems like the municipality is implementing some of the policies put in place such as community participation.	The municipality has community participation as a priority.	
Chief Financial Officer (CFO)	Apparently there is delegation in the municipality which is fundamental because employees are tasked with responsibilities of certain tasks only. No employee can perform all the functions of a municipality.	Every employee is tasked with a responsibility ensuring accountability.	
Integrated	Apparently	The Integrated	

Development Plan (IDP) Manager	improvements can be made to the Integrated Development Plan annually.	Development Plan is subject to changes for improving it.	
Officials	Apparently the employees of Municipality should be highly skilled and knowledgeable	The Integrated Development Plan must be highly responsive to the needs of the community and the issues faced as the employees should be strategic thinkers.	
Community members	Apparently the people are consulted.	The municipality does go to the people to hear their issues regarding service delivery.	

4.3.1.2.3 Table 8: Data analysis and Interpretation of sub-problem, research question, and objective three of the study.

Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District.
 Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District?
 Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.

RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	The Mayor is certain that the municipality is filled with qualified employees.	The skills level regarding the Integrated Development Plan is top level.	In this matter, the study detected that the research sub-problem 3, research question 3 and research objective 3 were clearly eloquent and compelled the researcher to the suggestion that the municipality lacks qualified and knowledgeable officials and officers.
Mayoral Committee Member	The Committee seemingly assured that all employees of the municipality are qualified.	Every employee is qualified and there are no unqualified employees.	
Municipal Manager	Apparently the municipality is yet to fill the vacant managerial posts with qualified personnel.	The skills level is not highly efficient because the municipality still hasn't appointed the required personnel to fill the managerial posts.	
Chief Financial Officer (CFO)	The municipality consists of not only qualified	The employees have the relevant skills and knowledge.	

	workers but experienced workers as well.		
Integrated Development Plan (IDP) Manager	Apparently the manager is happy with the staff.	The employees are excellent.	
Officials	Apparently workers are given on-the-job learning and provided training.	Employees' skills are enhanced.	
Community members	Apparently the public is unhappy with the service delivery.	The employees are not knowledgeable about the Integrated Development Plan.	

4.3.1.2.4 Table 9: Data analysis and Interpretation of sub-problem, research question, and objective four of the study.

Sub problem 4: What is the nature of communication channels between communities and the District?			
Research question 4: What is the nature of communication channels between communities and the District?			
Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems like there is a communication channel between the municipality and its municipal area.	The municipality has established and implementing its communication channels.	In line with sub-problem 4, research question 4, and research objective 4 the study discovered that the communication channels are not properly carried out.
Mayoral Committee Member	Apparently communities are involved in the planning process.	Communities are given a full sense of participation in the Integrated Development Plan (IDP).	
Municipal Manager	The avenues for community participation are seemingly working.	Community participation is implemented properly.	
Chief Financial Officer (CFO)	It looks like the municipality can manage all the wards under its jurisdiction.	The municipality has control and manages its municipal area.	
Integrated Development	It seems like representative	Stakeholders are represented very well.	

Plan (IDP) Manager	participation is implemented in the municipality.		
Officials	Community members are seemingly attending consultation meetings.	Community members are well-informed.	
Community members	Apparently there are no communication channels in place.	Communities are excluded by the municipality.	

4.3.1.2.5 Table 10: Data analysis and Interpretation of sub-problem, research question, and objective five of the study.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.</p> <p>Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?</p> <p>Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently there are funds allocated for development and are in line with the Integrated Development Plan (IDP).	The municipal budget covers the Integrated Development Plan (IDP).	<p>With respect to sub-problem 5, research question 5, and research objective 6 the study identified that even though proper budget structures, systems, processes, and procedures are in place as alluded to by the respondents they are inadequate and insufficient.</p>
Mayoral Committee Member	Apparently the budget and the Integrated Development Plan are integrated.	There is a relationship between the budget and the Integrated Development Plan (IDP).	
Municipal Manager	It appears that there are budget policies in place to improve the budget of the municipality.	There are budget related policies to facilitate budgetary process of the municipality.	
Chief Financial Officer (CFO)	Apparently the budget policies in place are approved.	The policies in place comply with the standards and regulations.	
Integrated Development Plan (IDP) Manager	It seems like there are steps taken to ensure proper planning and budgeting.	The municipality has an effective budget planning process.	

Officials	It appears that officials are aware of the budgets in place to enhance budget systems and procedures.	The officials are well-informed about financial matters.	
Community members	It seems like the municipal budget is not properly planned to address social issues raised by communities.	The financial resources are distributed accordingly.	

4.3.1.3 Ramotshere Moiloa Local Municipality.

4.3.1.3.1 Table 11: Data analysis and Interpretation of sub-problem, research question, and objective one of the study.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.</p> <p>Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?</p> <p>Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like senior managers set themselves to genuine commitment.	Senior managers provide top performance.	Based on the sub-problem 1, research question 1, and research objective 1 the study discovered that amongst the respondents, community members are not satisfied with the responsiveness of the municipality.
Mayoral Committee Member	It appears that there is a system that functions towards the normal implementation of the Integrated Development Plan (IDP).	Challenges are foreseen and evaded to carry out the Integrated Development Plan.	
Municipal Manager	It looks like the municipality developed a system that ensures that Integrated Development Plans (IDP) objectives are met.	The Integrated Development Plan (IDP) is implemented normally.	Other respondents presented their views in favour of genuine commitment by the municipality to address challenges. This gave the researcher the perception that the
Chief Financial Officer (CFO)	It seems like the municipality is	The municipality is strategic.	

	focused on delivering services to communities amid challenges.		management does not carry out with genuine commitment.
Integrated Development Plan (IDP) Manager	Apparently Key Performance Indicators are planned and set to avoid challenges.	There is thorough planning in the municipality.	
Officials	It looks like managers are prepared to address challenges.	The managers are willing and motivated.	
Community members	The municipality is not strategic.	The municipality lacks planning	

4.3.1.3.2 Table 12: Data analysis and Interpretation of sub-problem, research question, and objective two of the study.

Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.			
Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?			
Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently the Integrated Development Plan (IDP) is aligned with national and provincial standards.	The Integrated Development Plan (IDP) meets the national standard.	In relation to sub-problem 2, research question 2, and research objective 2 the study identified that respondents were clearly articulate and compelled the researcher to the suggestion that the municipality has adequate Integrated Development Planning Plan (IDP) structures, systems, processes and procedures.
Mayoral Committee Member	It appears that there are frameworks that regulate the Integrated Development Plan (IDP).	The Integrated Development Plan (IDP) is implemented lawfully.	
Municipal Manager	It seems that the municipal objectives are in line with the National Development Plan.	The Integrated Development Plan (IDP) complies with national policies.	
Chief Financial Officer (CFO)	It looks like there is a system in	The Integrated Development Plan (IDP)	

	place.	is implemented accordingly.	
Integrated Development Plan (IDP) Manager	It appears that there is a link between the municipality and the national government.	The municipality is aware of national priorities.	
Officials	There are strategies in place to support the performance.	The municipality is well monitored.	
Community members	It looks like communities are aware of structures and systems.	Communities are involved in municipal affairs.	

4.3.1.3.3 Table 13: Data analysis and Interpretation of sub-problem, research question, and objective three of the study.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like the municipality has and keeps competent staff.	The official and officers possess high skills and are qualified.	<p>In the case of sub-problem 3, research question 3 and research objective 3 the study found that the respondents were not clear. This drove the researcher to the thought that the municipality lacks well-skilled and properly trained officials and officers.</p>
Mayoral Committee Member	It seem like the municipality has skilled and qualified workers.	The staff members are qualified to carry out tasks and duties.	
Municipal Manager	It appears that the municipality is not concerned with enhancing employees' skills.	There is no skills development.	
Chief Financial Officer (CFO)	It looks like officials and officers go through a process before being appointed.	The employees are relevant and meet the requirements.	
Integrated Development Plan (IDP) Manager	Apparently there are officials and officers who do not have the relevant and necessary	The employment equity plan and recruitment policies are neglected.	

	qualifications.		
Officials	It seems that the officials and officers require skill development.	The skill level is not up to standard.	
Community members	It looks like there are no strategies in place regarding recruitment.	Appointments are made unlawfully.	

4.3.1.3.4 Table 14: Data analysis and Interpretation of sub-problem, research question, and objective four of the study.

Sub problem 4: What is the nature of communication channels between communities and the District?			
Research question 4: What is the nature of communication channels between communities and the District?			
Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It appears that community consultation is important to the municipality.	Community consultations play a significant role.	With respect to sub-problem 4, research question 4 and research objective 4 the study identified that the municipality has strong communication channels with certain communities. Their resources are channeled to particular areas. This gave the researcher the view that the communication channels of the municipality are poor.
Mayoral Committee Member	Apparently the community is satisfied with the municipality.	The municipality conducts community consultations well.	
Municipal Manager	It looks like the municipality needs improvement.	The municipality needs to target more areas.	
Chief Financial Officer (CFO)	It seems municipal community consultations are well funded.	Structures that facilitate community participation are central to the municipality.	
Integrated Development Plan (IDP) Manager	It looks like they have active ward committees.	Ward committees are staffed with qualified and motivated members.	
Officials	It appears that the municipality still needs to expand.	There is unequal distribution of basic services.	
Community members	Apparently communities take control during their meetings with the municipality.	Community members have the power and influence to direct the development in their areas.	

4.3.1.3.5 Table 15: Data analysis and Interpretation of sub-problem, research question, and objective five of the study.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.</p> <p>Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?</p> <p>Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like the municipality is formulating budget policies.	The municipality is improving on financial management.	<p>In regard of sub-problem 5, research question 5, and research objective 5 the study revealed that the municipality lacks budget systems, policies, and procedures. This gave the researcher the suggestion the budget is in a detrimental state.</p>
Mayoral Committee Member	It looks like there are policies in place in respect with the financial management.	Financial management is regulated in the municipality.	
Municipal Manager	It appears that the municipality still uses outdated policies which do not comply with the law.	The municipality is not well informed.	
Chief Financial Officer (CFO)	It looks like there are structures and procedures in place.	The municipality is organised.	
Integrated Development Plan (IDP) Manager	Apparently there is no relationship between the budget and Integrated Development Plan process plan.	There is no financial plan.	
Officials	It appears that the municipality is up-to-date with their financial reports.	The Information Technology aspect is good.	
Community members	It seems like the municipality has a low revenue base and the budget is not linked to the Integrated Development Plan.	The municipality lacks strategic planning.	

4.3.1.4 Ditsobotla Local Municipality.

4.3.1.4.1 Table 16: Data analysis and Interpretation of sub-problem, research question, and objective one of the study.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.</p> <p>Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?</p> <p>Research objective 1: The nature and extent of management’s commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It appears that senior managers are monitored.	Senior managers have to reach and perform according to the agreement.	<p>Based on sub-problem 1, research question 1, and research objective 1 the study discovered that the respondents were not eloquent enough. As expressed by the respondents on the use of performance management system the researcher is compelled to the thought that the management of the municipality has a weak commitment in addressing the challenges.</p>
Mayoral Committee Member	It seems like senior managers have to reach certain targets.	Senior manager’s contracts are well planned.	
Municipal Manager	It looks like there are mechanisms in place to measure the performance of the municipality.	The monitoring and evaluation system is implemented properly.	
Chief Financial Officer (CFO)	Apparently municipal reports are conducted within a policy framework.	Proper reporting and accounting procedures are used.	
Integrated Development Plan (IDP) Manager	It appears like the Integrated Development Plan has a direction.	The Integrated Development Plan assists municipalities to fulfil their developmental mandate.	
Officials	It seem like officials are encouraged to perform to the best of their abilities.	Employees are motivated.	
Community members	It looks like the municipal Integrated Development Plan is obstructed by challenges.	The municipality is facing challenges that delay the implementation of the Integrated Development Plan (IDP).	

4.3.1.4.2 Table 17: Data analysis and Interpretation of sub-problem, research question, and objective two of the study.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently open meetings with the public are held to discuss issues regarding the Integrated Development Plan.	There is openness and transparency.	<p>In line with sub-problem 2, research question 2, and research objective 2 the study revealed that Integrated Development Planning (IDP) structures, systems, processes and procedures are not competent.</p>
Mayoral Committee Member	It seems like there are no problems in the municipality regarding politics and administration. There is a smooth operation.	The municipality functions normally.	
Municipal Manager	Apparently the current structure addresses service delivery issues.	The organisational structure is well formulated.	
Chief Financial Officer (CFO)	It looks like strategies are in place to aid the municipality budget related matters.	There will be improvements in the budget.	
Integrated Development Plan (IDP) Manager	It appears that the structures, systems, procedures and policies are lawfully formulated and implemented.	The municipality operates lawfully.	
Officials	It looks like the Integrated Development Plan is evaluated annually.	The Integrated Development Plan (IDP) is open for reviewing.	
Community members	It seems like the municipality has systems and structures in place to capacitate	The skills and participation level of the municipality is always increasing.	

	officials and for community consultation.		
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4.3.1.4.3 Table 18: Data analysis and Interpretation of sub-problem, research question, and objective three of the study.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It appears that the skills and knowledge of municipal staff is enhanced every year.	The officials are well capacitated, highly skilled, and well trained.	<p>With respect to sub-problem 3, research question 3, and research objective 3 the study identified that although the municipality staff is competent the Mayoral Committee Member submits that the municipality lacks certain skills. This lead the researcher to arrive to the suggestion that the municipality lacks exclusive well-skilled and properly trained officers and officials.</p>
Mayoral Committee Member	Apparently the municipality is short of certain skills.	Municipality is not attracting the relevant employees.	
Municipal Manager	It seems like the officials employed are well capacitated and knowledgeable about communities.	The officials are knowledgeable of their surroundings.	
Chief Financial Officer (CFO)	It looks like employees are granted opportunities to advance their skills.	The skills level is always improving.	
Integrated Development Plan (IDP) Manager	It appears that there are programmes in place to build and capacitate future employees for the municipality.	There are young and qualified employees available.	
Officials	Apparently there is a lack of well-capacitated, knowledgeable and well-trained staff.	The municipality needs to recruit well-trained and qualified personnel.	
Community members	It seems like some of the officials do not meet the requirements to be employed by the	The recruitment policy needs to be reviewed.	

	municipality.		
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4.3.1.4.4 Table 19: Data analysis and Interpretation of sub-problem, research question, and objective four of the study.

Sub problem 4: What is the nature of communication channels between communities and the District?			
Research question 4: What is the nature of communication channels between communities and the District?			
Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems the municipality is aware of the impact of community consultations.	The municipality has community participation as a priority.	In the case of sub-problem 4, research question 4 and research objective 4 all the respondents were fluent. This gave the researcher the impression that the municipality has strong communication channels with its communities.
Mayoral Committee Member	It looks like the community is aware of the decision makers and are present when decisions are made.	Transparency and accountability is practiced during community consultations.	
Municipal Manager	It appears that there are mechanisms in place to conduct community consultations.	Community consultation sessions are carried out.	
Chief Financial Officer (CFO)	It seems like community members are informed on the performance of municipalities.	The public is given feedback.	
Integrated Development Plan (IDP) Manager	Apparently avenues for community consultation are formulated.	Community consultation is provided for by the municipality.	
Officials	It looks like community participation is implemented in the municipality.	The community is consulted.	
Community members	It seems that the municipality uses the platforms created to involve	The communities are not fully involved and have no power.	

	communities in their affairs. However, they are not influential.		
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4.3.1.4.5 Table 20: Data analysis and Interpretation of sub-problem, research question, and objective five of the study.

Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.			
Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?			
Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like the municipality has a strong point on revenue and expenditure management.	The municipality manages its revenue and expenditure.	In observing sub-problem 5, research question 5 and Research objective 5, the study discovered that there are budget systems, policies and processes in the municipality. On the other hand, it revealed the budget is not linked with the Integrated Development Plan. The researcher noticed that these budget systems, policies and policies are implemented haphazardly.
Mayoral Committee Member	Apparently there are measures that are taken to address developmental challenges.	Development is a priority.	
Municipal Manager	It appears that the Integrated Development Plan (IDP) is not aligned with systems.	There is no connection between the Integrated Development Plan (IDP) and the systems in place.	
Chief Financial Officer (CFO)	It seems like regulatory and policy frameworks are utilised.	Functions and activities are well regulated.	
Integrated Development Plan (IDP) Manager	It appears that the budget is not linked with the Integrated Development Plan.	There is no proper planning for the budget.	
Officials	It seems like there are no budget systems to facilitate the municipal budget.	Budget related activities and functions are not well implemented.	
Community members	It looks like the budget and Integrated Development Plan are planned	There is no link in the budget with the Integrated Development Plan (IDP).	

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	separately.		
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4.3.1.5 Ratlou Local Municipality.

4.3.1.5.1 Table 21: Data analysis and Interpretation of sub-problem, research question, and objective one of the study.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District. Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District? Research objective 1: The nature and extent of management’s commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently the municipality has measures in place to address challenges.	The municipality is well managed and functions effectively and efficiently.	<p>In relation to sub-problem 1, research question 1 and research objective 1 the study indicates that the municipality has systems, processes and policies in place to measure the commitment of its management, although, they are not fully implemented. Therefore there is no genuine commitment.</p>
Mayoral Committee Member	It seems like the municipality has a strategy in place.	The municipality is strategic.	
Municipal Manager	It appears that the municipality has a strategy in place to work through the challenges.	The municipality has a strong planning base.	
Chief Financial Officer (CFO)	It looks like there is a strategy in place to ensure that services are provided.	The municipality is determined to deliver services.	
Integrated Development Plan (IDP) Manager	It appears that the municipality strives to perform optimally in implementing the Integrated Development Plan (IDP) despite challenges being there.	The municipality is concerned about service delivery.	
Officials	It seems like the municipality addresses challenges.	The municipality is strategic.	
Community members	It looks like the municipality	The municipality is not responsive.	

	addresses challenges gradually.		
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4.3.1.5.2 Table 22: Data analysis and Interpretation of sub-problem, research question, and objective two of the study.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like there are systems in place.	The Integrated Development is catered for.	<p>In the case of sub-problem 2, research question 2 and research objective 2 the study reveals that there are IDP structures, systems, processes and procedures. However, community members produce a different view. This lead the researcher to think that although there are IDP structures, systems, processes and procedures in place they are inconsistent.</p>
Mayoral Committee Member	It seems like the municipality has criteria to measure the Integrated Development Plan (IDP).	The Integrated Development Plan (IDP) meets specific objectives set by the municipality.	
Municipal Manager	It looks like the Balanced Scorecard approach has the required systems and procedures for Integrated Development Planning (IDP).	The Integrated Development Plan (IDP) is strategically implemented.	
Chief Financial Officer (CFO)	It appears that the municipality has a framework and functions that are aligned to the Integrated Development Plan (IDP).	The Integrated Development is regulated.	
Integrated Development Plan (IDP) Manager	It seems like there are other strategies in place in line with the Integrated Development Plan (IDP).	The Integrated Development Plan (IDP) has supporting policies.	
Officials	It looks like there are strategies in	There are strategies that back the Integrated	

	place to facilitate the Integrated Development Plan (IDP) process.	Development Plan (IDP).	
Community members	It appears that the municipality is failing to put these structures into action.	There are inadequate structures.	

4.3.1.5.3 Table 23: Data analysis and Interpretation of sub-problem, research question, and objective three of the study.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems that there are procedures followed and implemented lawfully in respect of human resources.	The human resources are well regulated.	With respect to sub-problem 1, research question 1 and research objective 1 the respondents were clearly articulated and this provided the researcher with the perception that the municipality is staffed with competent employees.
Mayoral Committee Member	Apparently the municipality has a skill development programme and complies with set standards.	The municipal officials and officers skills are up to standard.	
Municipal Manager	It appears that the municipality's skills level meets the skill development prescripts passed by parliament.	The skill status of the municipality matches the required level.	
Chief Financial Officer (CFO)	It seems like the human resources in the municipality are qualified to carry out their tasks and duties.	The municipality's human resource are well capacitated to meet the objectives of the municipality.	
Integrated Development Plan (IDP) Manager	It looks like the municipality has policies that continuously improve the skills of	Employees are highly skilled.	

	officials and officers.		
Officials	It seems like there are officials and officers that are not well capacitated and skilled.	There is a lack of training programmes.	
Community members	Apparently the officials are knowledgeable.	The officials and officers have the necessary qualifications.	

4.3.1.5.4 Table 24: Data analysis and Interpretation of sub-problem, research question, and objective four of the study.

<p>Sub problem 4: What is the nature of communication channels between communities and the District?</p> <p>Research question 4: What is the nature of communication channels between communities and the District?</p> <p>Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like community consultation sessions play a pivotal role in the municipality.	Community consultation sessions are central and important to the municipality.	<p>In the matter of sub-problem 4, research question 4 and research objective 4 the study identified that the communication channels are not seriously carried out.</p>
Mayoral Committee Member	It seems like there is no relationship between the municipality and traditional leaders.	There is no understanding between traditional leaders and government officials.	
Municipal Manager	Apparently the municipality cannot fully carry out its community consultation.	The municipality lacks resources that foster community participation.	
Chief Financial Officer (CFO)	It appears that financial reports are made public.	The municipality practices and encourages transparency and accountability.	
Integrated Development Plan (IDP) Manager	It looks like ward committees are not fully operational.	Ward committee members are not motivated.	
Officials	It seems like the community consultation sessions are not	There is no vigorous implementation of consultation sessions.	

	satisfactory.	
Community members	It appears that community consultations are implemented effectively.	Communities are informed about developments and are knowledgeable on municipal affairs.

4.3.1.5.5 Table 25: Data analysis and Interpretation of sub-problem, research question, and objective five of the study.

Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.			
Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?			
Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems like the Integrated Development Plan is well budgeted.	The Integrated Development Plan (IDP) is feasible.	In line with sub-problem 5, research question 5 and research objective 5 the study revealed that budget structures, systems, procedures and policies are not properly implemented. Therefore, they are insufficient.
Mayoral Committee Member	Apparently the municipality has funding structures.	The Integrated Development Plan (IDP) is well budgeted.	
Municipal Manager	It looks like the Integrated Development Plan (IDP) financial reports are provided frequently.	There are procedures in place that monitor the financial progress of the Integrated Development Plan.	
Chief Financial Officer (CFO)	It looks like supply chain matters are not lawfully executed.	There is corruption.	
Integrated Development Plan (IDP) Manager	It seems that financial planning is important in the Integrated Development Plan (IDP).	The Integrated Development Plan is financially planned.	
Officials	It appears that the budget is monitored in line with the Integrated Development Plan (IDP).	There is a budgetary monitoring system in place.	
Community members	It looks like there is no coordination	There is a lack of financial systems.	

	of the budget and the Integrated Development Plan (IDP).		
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4.3.1.6 Tswaing Local Municipality.

4.3.1.6.1 Table 26: Data analysis and Interpretation of sub-problem, research question, and objective one of the study.

Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.			
Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?			
Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems like the municipality has measures in place to ensure that managers perform to their best potential.	There are initiatives that commit managers to their duties.	In relation to sub-problem 1, research question 1 and research objective 1 the study discovered that the management has no genuine commitment to address the issues of Integrated Development Plan (IDP).
Mayoral Committee Member	It looks like the employees are monitored.	Employees are monitored to yield good results and the level of commitment they put in.	
Municipal Manager	It appears that all the employees and managers have to meet objectives.	Targets are set for all employees to reach.	
Chief Financial Officer (CFO)	Apparently the municipality is taking preventive measures.	The municipality is prepared to face challenges.	
Integrated Development Plan (IDP) Manager	It looks like the municipality involves the community in their planning to avoid community dissatisfaction.	The planning is integrated	
Officials	It looks like the management is incompetent.	Inadequate management capacity.	
Community members	It seems like the officials and	Lack of accountability	

	managers cannot carry out their tasks.		
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4.3.1.6.2 Table 27: Data analysis and Interpretation of sub-problem, research question, and objective two of the study.

Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.

Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?

Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.

RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It appears that the municipality has a strategy in place.	There are structures, systems, processes and procedures for Integrated Development Planning (IDP).	In observing sub-problem 2, research question 2 and research objective 2 the study discovered that IDP structures, systems, processes and procedures are a legal requirement. It further revealed that although they are provided and regulated by law they are executed casually.
Mayoral Committee Member	It seems like the municipality is structured as prescribed by the law.	The municipality abides by the law.	
Municipal Manager	It looks like the municipality is managed well.	There are effective systems.	
Chief Financial Officer (CFO)	Apparently the municipality has systems and structures in place that comply with the law.	It abides by the rule of law.	
Integrated Development Plan (IDP) Manager	It appears that there is a sound relationship and communication between the structures.	The structure, systems, processes and procedures are adequate.	
Officials	It seems like the municipality has measures in place to ensure that workers are performing.	The workers are motivated.	
Community members	It looks like the structures are not effective.	They have inadequate structures.	

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4.3.1.6.3 Table 28: Data analysis and Interpretation of sub-problem, research question, and objective three of the study.

Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It seems like the employees are pertinent to their positions.	The municipality consists of officials and officers with relevant qualifications and skills.	In the matter of sub-problem 3, research question 3 and research objective 3 the study indicates that there are policies in place to enhance the skills and knowledge of workers, notwithstanding, that they are implemented by chance.
Mayoral Committee Member	It looks like the employees meet the requirements.	The officers and officials are competent.	
Municipal Manager	It seems like the skill level is up to standard.	The municipality has qualified and skilled human resources.	
Chief Financial Officer (CFO)	It looks like the municipality lacks adequate financial skills.	There is a shortage of special skills.	
Integrated Development Plan (IDP) Manager	It appears that the municipality contains employees that are qualified in their different areas.	There is a diverse set of qualifications and skills.	
Officials	Apparently there are skill development programmes.	The staff is well capacitated and trained.	
Community members	It seems like managers are not appointed appropriately.	It lacks qualified, well-trained and skilled managers.	

4.3.1.6.4 Table 29: Data analysis and Interpretation of sub-problem, research question, and objective four of the study.

<p>Sub problem 4: What is the nature of communication channels between communities and the District?</p> <p>Research question 4: What is the nature of communication channels between communities and the District?</p> <p>Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	It looks like the municipality acts in line with national standards to monitor their performance through community surveys.	Communities participate through information giving.	<p>With respect to sub-problem 4, research question 4 and research objective 4 the study found that communication channels are not genuine. They do not encourage active participation. Therefore, the municipality has weak communication channels.</p>
Mayoral Committee Member	It appears that the municipality is forming sound relationships with traditional leaders.	The municipality is advancing its consultation mechanisms	
Municipal Manager	It seems that their ward committees are effective.	Their structures function properly.	
Chief Financial Officer (CFO)	Apparently community consultations are budgeted for.	Communication channels are adequately financed.	
Integrated Development Plan (IDP) Manager	It appears that community needs to drive the Integrated Development Plan.	The communication channels are effective.	
Officials	It seems that community consultations are not well planned.	The communication structures, systems and policies are incompetent.	
Community members	Apparently there is no accountability.	The communication channel is weak.	

4.3.1.6.5 Table 30: Data analysis and Interpretation of sub-problem, research question, and objective five of the study.

Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.			
Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?			
Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.			
RESPONDENTS	COMMENT	INTERPRETATION	FINDINGS
The Mayor	Apparently the municipality is enhancing its financial activities.	The municipality had no stringent financial functions.	In relation to sub-problem 5, research question 5 and research objective 5 the study discovered that there is a lack of effective and efficient budget systems, policies and processes.
Mayoral Committee Member	It seems like a strategy has been put in place to monitor its finances.	There is a system in place.	
Municipal Manager	It looks like the municipality is facing a financial crisis.	There is no financial planning.	
Chief Financial Officer (CFO)	It appears that there are quarterly reports compiled to monitor performance.	There are monitoring and evaluation measures.	
Integrated Development Plan (IDP) Manager	It seems that the municipality is establishing its budget systems, policies and procedures.	It has weak budget systems, policies and procedures	
Officials	It looks like there are no policies and systems to regulate finances.	There is a lack of firm financial systems and policies.	
Community members	It appears that communities are not empowered.	Community consultations are not effective	

4.4 CONCLUSION.

This chapter illustrates the data collected from the subject of analysis and the responses given to the researcher. The data collected in this chapter enabled the researcher to make comments and build up new information to aid the researcher on tackling the research problem and its sub-problems, research questions and research objectives.

The interview schedule formulated contains the questions that were posed to the participants of the study. They were provided with the opportunity to express themselves in whichever way. The information was collected per municipality. The information collected was analysed and interpreted followed by the findings. The following chapter will focus on the summary, findings, recommendations and conclusion underlying the study.

CHAPTER 5: FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

The previous chapter focused mainly on data collection and presentation, and analysis and interpretation. Therefore, the data collected from the respondents was presented in tables. Further in the chapter the data collected was analysed and interpreted. It also included the findings that were derived from the interpretation and comments. The findings provided in chapter four are presented and used in this chapter.

The current chapter focuses on the findings, recommendations of each municipality and is followed by the summary of the study. The recommendations will serve as a guideline to assist the District and the municipalities under its jurisdiction to implement their Integrated Development Plans (IDP). It is divided into two sections: Section A and B. Section A will present the findings and recommendations of each municipality. Section B will provide the conclusion.

5.2 SECTION A

This section presents the findings and recommendations as per municipality in the study.

5.2.1 Ngaka Modiri Molema District

5.2.1.1 Table 1: Finding and recommendation for sub-problem one, research question one and research objective one.

Research sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District. Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District? Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.	
FINDING	RECOMMENDATION
With respect to sub-problem 1, research question 1, and research objective 1 the study depicted that from the responses and comments of the respondents besides the officials and community members allude to the structures, systems, processes, and procedures in place to foster commitment in managers being in place. However, officials and community members provided the	The management must clearly articulate and show genuine commitment in addressing Integrated Development Planning (IDP) challenges.

researcher with the idea that even though mechanisms are there, genuine commitment is not displayed by management in the District to address challenges.	
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5.2.1.2 Table 2: Finding and recommendation for sub-problem two, research question two and research objective two.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>	
FINDING	RECOMMENDATION
With regard to sub-problem 2, research question 2, and research objective 2 the study found that the District does not have adequate Integrated Development Plan (IDP) structures, systems, processes and procedures.	The municipality must develop integrated and consolidated structures, systems, policies, processes and procedures.

5.2.1.3 Table 3: Finding and recommendation for sub-problem three, research question three and research objective three.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District.</p> <p>Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District?</p> <p>Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
Relating to sub-problem 3, research question 3, and research objective 3 the study discovered that the recruitment policy needs to be revisited. The respondents were clearly eloquent it drove the researcher to the conclusion that the skill level of officers and officials still needs to improve.	The municipality must put measures in place to enhance the skills and knowledge of employees. For instance, workshops.

5.2.1.4 Table 4: Finding and recommendation for sub-problem four, research question four and research objective four.

<p>Sub problem 4: What is the nature of communication channels between communities and the District?</p> <p>Research question 4: What is the nature of communication channels between communities and the District?</p> <p>Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In this matter, the sub-problem 4, research question 4, and research objective 4 is clearly expressed and lead the researcher to the perception that the structures, systems, processes, and procedures are loose which is detrimental to the municipality.</p>	<p>The municipality must implement its communication channels efficiently and effectively.</p>

5.2.1.5 Table 5: Finding and recommendation for sub-problem five, research question five and research objective five.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.</p> <p>Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?</p> <p>Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>	
FINDING	RECOMMENDATION
<p>In the case of sub-problem 5, research question 5, and research objective 5 the study revealed that the budget systems, structures, policies and processes are not sufficient.</p>	<p>The municipality must review its financial policies and be informed about new financial policies to develop. It must also ensure that the available structures, systems, policies and processes are implemented vigorously.</p>

5.2.2 Mafikeng Local Municipality.

5.2.2.1 Table 6: Finding and recommendation for sub-problem one, research question one and research objective one.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.</p> <p>Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?</p> <p>Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>Regarding this matter, the research sub-problem 1, research question 1 and research objective 1 were not clearly articulated and drove the researcher to the conclusion or gave the researcher an idea that there is no commitment in addressing Integrated Development Plan (IDP) issues.</p>	<p>The municipality must ensure that they put more effort in their management commitment to addressing the issues pertaining to the Integrated Development Plan.</p>

5.2.2.2 Table 7: Finding and recommendation for sub-problem two, research question two and research objective two.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>	
FINDING	RECOMMENDATION
<p>Observing this matter, the research sub-problem 2, research question 2 and research objective 2 was clearly expressed and lead the researcher to the perception that the structures, systems, processes, and procedures are not competent to tackle Integrated Development Planning (IDP) in the municipality.</p>	<p>The municipality must strengthen structures, systems, procedures and processes to tackle Integrated Development Planning (IDP).</p>

5.2.2.3 Table 8: Finding and recommendation for sub-problem three, research question three and research objective three.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In this matter, the study detected that the research sub-problem 3, research question 3 and research objective 3 were clearly eloquent and compelled the researcher to the suggestion that the municipality lacks qualified and knowledgeable officials and officers.</p>	<ul style="list-style-type: none"> • The municipality must conduct workshops and training programmes to improve the skills and knowledge of its employees regarding Integrated Development Planning (IDP). • The municipality must form a partnership with tertiary institutions.

5.2.2.4 Table 9: Finding and recommendation for sub-problem four, research question four and research objective four.

<p>Sub problem 4: What is the nature of communication channels between communities and the District? Research question 4: What is the nature of communication channels between communities and the District? Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In line with sub-problem 4, research question 4, and research objective 4 the study discovered that the communication channels are not properly carried out.</p>	<p>The municipality must put more effort into the communication channels between them and communities.</p>

5.2.2.5 Table 10: Finding and recommendation for sub-problem five, research question five and research objective five.

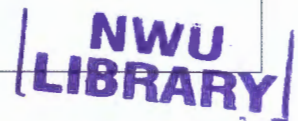
<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District. Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District? Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>	
FINDING	RECOMMENDATION
<p>With respect to sub-problem 5, research question 5 and research objective 5 the study identified that even though proper budget structures, systems, processes, and procedures are in place as alluded by the</p>	<p>The municipality must have rigid structures, systems, processes and procedures in place to improve budgeting for its Integrated Development Plan (IDP).</p>

respondents they are inadequate and insufficient.	
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5.2.3 Ramotshere Moiloa Local Municipality

5.2.3.1 Table 11: Finding and recommendation for sub-problem one, research question one and research objective one.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.</p> <p>Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?</p> <p>Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>Based on the sub-problem 1, research question 1 and research objective 1 the study discovered that amongst the respondents, community members are not satisfied with the responsiveness of the municipality. Other respondents presented their views in favour of genuine commitment by the municipality to address challenges. This gave the researcher the perception that the management does not carry out to genuine commitment.</p>	<p>The municipality must foster a culture that promotes and encourages genuine commitment from management.</p>



5.2.3.2 Table 12: Finding and recommendation for sub-problem two, research question two and research objective two.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>	
FINDING	RECOMMENDATION
<p>In relation to sub-problem 2, research question 2, and research objective 2 the study identified that respondents were clearly articulate and compelled the researcher to the suggestion that the municipality has adequate Integrated Development Planning (IDP) structures, systems, processes and procedures.</p>	<p>The municipality must share and advise other municipalities about their Integrated Development Plan (IDP) structures, systems, processes and procedures.</p>

5.2.3.3 Table 13: Finding and recommendation for sub-problem three, research question three and research objective three.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In the case of sub-problem 3, research question 3 and research objective 3 the study found that the respondents were not clear. This drove the researcher to the thought that the municipality lacks well-skilled and properly trained officials and officers.</p>	<p>The municipality must have skill development programmes to enhance the skills and knowledge of employees.</p>

5.2.3.4 Table 14: Finding and recommendation for sub-problem four, research question four and research objective four.

<p>Sub problem 4: What is the nature of communication channels between communities and the District? Research question 4: What is the nature of communication channels between communities and the District? Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>With respect to sub-problem 4, research question 4 and research objective 4 the study identified that the municipality has strong communication channels with certain communities. Their resources are channeled to particular areas. This gave the researcher the view that the communication channels of the municipality are poor.</p>	<p>The communication channels must be strictly carried through to reach communities under its jurisdiction.</p>

5.2.3.5 Table 15: Finding and recommendation for sub-problem five, research question five and research objective five.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District. Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District? Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>	
FINDING	RECOMMENDATION
<p>In regard of sub-problem 5, research question 5, and research objective 5 the study revealed that the municipality lacks budget systems, policies, and procedures. This gave the researcher the suggestion that position the budget is in a detrimental state.</p>	<p>The municipality must establish stringent budget structures, systems, processes and policies.</p>

5.2.4 Ditsobotla Local Municipality

5.2.4.1 Table 16: Finding and recommendation for sub-problem one, research question one and research objective one.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District. Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District? Research objective 1: The nature and extent of management’s commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>Based on sub-problem 1, research question 1, and research objective 1 the study discovered that the respondents were not eloquent enough. As expressed by the respondents on the use of performance management system, the researcher is compelled to the thought that the management of the municipality has a weak commitment in addressing the challenges.</p>	<p>The municipality must stimulate genuine commitment from management to address Integrated Development Plan (IDP) challenges.</p>

5.2.4.2 Table 17: Finding and recommendation for sub-problem two, research question two and research objective two.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>	
FINDING	RECOMMENDATION
<p>In line with sub-problem 2, research question 2, and research objective 2 the study revealed that Integrated Development Planning (IDP) structures, systems, processes and procedures are not competent.</p>	<p>The municipality must strengthen the structure, systems, processes and procedures in place for Integrated Development Planning (IDP).</p>

5.2.4.3 Table 18: Finding and recommendation for sub-problem three, research question three and research objective three.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District.</p> <p>Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District?</p> <p>Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>With respect to sub-problem 3, research question 3 and research objective 3 the study identified that although the municipality staff is competent the Mayoral Committee Member submits that the municipality lacks certain skills. This lead the researcher to arrive to the suggestion that the municipality lacks exclusive well-skilled and properly trained officers and officials.</p>	<ul style="list-style-type: none"> • The municipality can form partnerships with tertiary institutions to supply them with qualified students in particular fields. • Workshops can be conducted to advance and provide employees with the relevant skills.

5.2.4.4 Table 19: Finding and recommendation for sub-problem four, research question four and research objective four.

<p>Sub problem 4: What is the nature of communication channels between communities and the District?</p> <p>Research question 4: What is the nature of communication channels between communities and the District?</p> <p>Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In the case of sub-problem 4, research question 4 and research objective 4, all the respondents were fluent. This gave the researcher the impression that the municipality has strong communication channels with its communities.</p>	<p>The municipality can share their methods with other municipalities in and outside the district and to sustain them.</p>

5.2.4.5 Table 20: Finding and recommendation for sub-problem five, research question five and research objective five.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District.</p> <p>Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District?</p> <p>Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>	
FINDING	RECOMMENDATION
<p>In observing sub-problem 5, research question 5 and Research objective 5, the study discovered that there are budget systems, policies and processes in the municipality. On the other hand, it revealed the budget is not linked with the Integrated Development Plan. The researcher noticed that these budget systems, policies and policies are implemented haphazardly.</p>	<p>The municipality must use and enforce the budget structures, systems, policies and procedures thoroughly.</p>

5.2.5 Ratlou Local Municipality

5.2.5.1 Table 21: Finding and recommendation for sub-problem one, research question one and research objective one.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.</p> <p>Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?</p> <p>Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In relation to sub-problem 1, research question 1 and research objective 1 the study indicates that the municipality has systems, processes and policies in place to measure the commitment of its management. Although, they are not fully implemented. Therefore there is no genuine commitment.</p>	<p>The municipality must ensure that genuine commitment is taken seriously by management.</p>

Source: Own Source

5.2.5.2 Table 22: Finding and recommendation for sub-problem two, research question two and research objective two.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>	
FINDING	RECOMMENDATION
<p>In the case of sub-problem 2, research question 2 and research objective 2 the study reveals that there are IDP structures, systems, processes and procedures. However, community members produce a different view. This lead the researcher to think that although there are IDP structures, systems, processes and procedures in place, they are inconsistent.</p>	<p>The municipality must have clearly articulated integrated and consolidated Integrated Development Planning (IDP) structures, systems, processes and procedures.</p>

5.2.5.3 Table 23: Finding and recommendation for sub-problem two, research question three and research objective three.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>With respect to sub-problem 1, research question 1 and research objective 1 the respondents were clearly articulated and this provided the researcher with the perception that the municipality is staffed with competent employees.</p>	<p>The municipality must adopt measures that will retain their competent employees.</p>

5.2.5.4 Table 24: Finding and recommendation for sub-problem four, research question four and research objective four.

<p>Sub problem 4: What is the nature of communication channels between communities and the District? Research question 4: What is the nature of communication channels between communities and the District? Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In the matter of sub-problem 4, research question 4 and research objective 4 the study identified that the communication channels are not seriously carried out.</p>	<p>The municipality should have an in-depth implement of community channels.</p>

5.2.5.5 Table 25: Finding and recommendation for sub-problem five, research question five and research objective five.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District. Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District? Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>	
FINDING	RECOMMENDATION
<p>In line with sub-problem 5, research question 5 and research objective 5 the study revealed that budget structures, systems, procedures and policies are not properly implemented. Therefore, they are insufficient.</p>	<p>The municipality must establish adequate Integrated Development Planning (IDP) budgeting structures, systems, policies and procedures.</p>

5.2.6 Tswaing Local Municipality

5.2.6.1 Table 26: Finding and recommendation for sub-problem one, research question one and research objective one.

<p>Sub-problem 1: The management in the District does not have a genuine commitment to address the issues of the Integrated Development Plan (IDP) in the District.</p> <p>Research question 1: Does management in the District have a genuine commitment to tackle Integrated Development Planning (IDP) challenges in the District?</p> <p>Research objective 1: The nature and extent of management's commitment regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In relation to sub-problem 1, research question 1 and research objective 1 the study discovered that the management has no genuine commitment to address the issues of Integrated Development Plan (IDP).</p>	<p>The municipality must have a strong commitment to addressing Integrated Development Planning (IDP) challenges.</p>

5.2.6.2 Table 27: Finding and recommendation for sub-problem two, research question two and research objective two.

<p>Sub-problem 2: The District has no adequate Integrated Development Plan (IDP) structures, systems, processes and procedures in place to tackle the Integrated Development Plan in the District.</p> <p>Research question 2: What is the nature of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District?</p> <p>Research objective 2: The adequacy and/or the inadequacy of the Integrated Development Plan (IDP) structures, systems, processes and procedures in the District.</p>	
FINDING	RECOMMENDATION
<p>In observing sub-problem 2, research question 2 and research objective 2 the study discovered that Integrated Development Plan (IDP) structures, systems, processes and procedures are a legal requirement. It further revealed that although they are provided and regulated by law they are executed casually.</p>	<p>The municipality must implement the structure, systems, processes and procedures completely.</p>

5.2.6.3 Table 28: Finding and recommendation for sub-problem three, research question three and research objective three.

<p>Sub-problem 3: The District lacks well-skilled and properly trained officials and officers to deal with Integrated Development Plan issues (IDP) in the District. Research question 3: What is the position regarding the skills level of the Integrated Development Plan (IDP) officials and officers in the District? Research objective 3: The officers' and officials' skills level regarding the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>In the matter of sub-problem 3, research question 3 and research objective 3 the study indicates that there are policies in place to enhance the skills and knowledge of workers. Notwithstanding, that they are implemented by chance.</p>	<p>The municipality must conduct skill development programmes consistently.</p>

5.2.6.4 Table 29: Finding and recommendation for sub-problem four, research question four and research objective four.

<p>Sub problem 4: What is the nature of communication channels between communities and the District? Research question 4: What is the nature of communication channels between communities and the District? Research objective 4: Nature of communication channels between communities and the District pertaining to the implementation of the Integrated Development Plan (IDP) in the District.</p>	
FINDING	RECOMMENDATION
<p>With respect to sub-problem4, research question 4 and research objective 4 the study found that communication channels are not genuine. They do not encourage active participation. Therefore, the municipality has weak communication channels.</p>	<p>The municipality must implement communication channels comprehensively.</p>

5.2.6.5 Table 30: Finding and recommendation for sub-problem five, research question five and research objective five.

<p>Sub-problem 5: Insufficient or complete lack of proper budgeting for Integrated Development Plans (IDP) in the District. Research question 5: What is the position of the Integrated Development Plan (IDP) budgeting systems, policies and procedures in the District? Research objective 5: The position of the Integrated Development Plan (IDP) budgeting systems, policies and processes in the District.</p>	
FINDING	RECOMMENDATION
<p>In relation to sub-problem 5, research question 5 and research objective 5 the study discovered that there is a lack of effective and efficient budget systems, policies and</p>	<p>The municipality must create coherent, adequate and active budget structures, systems, policies and procedures for Integrated Development Planning (IDP).</p>

processes.	
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5.3 CONCLUSION

The study addresses the implementation of the Integrated Development Plan in the Ngaka Modiri Molema District. It provided an introduction, background and highlighted the methods to be used. The Integrated Development Plan (IDP) is a crucial document in municipalities throughout South Africa. Literature was reviewed with the aim to find out what other scholars have written, and provided the study with the theoretical guidelines regarding the issue at hand. This study helped the researcher to understand the difference between qualitative and quantitative research approach. Data was collected and gathered in order to reveal how Integrated Development Plan (IDP) issues are addressed. Moreover, the study emphasised on the findings, analysis and gave clarity on recommendations.

The information is presented in tables. It focused on providing the findings and recommendations of the study. Both the findings and recommendations were articulated per municipality and the District. Although the municipalities were placed in their various locations, most had similar findings and the recommendations are closely related. The data collection methods and gathering methods highlighted in the first chapter and further clarified in chapter three (research design and methodology) were put into action to derive the findings and recommendations.

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APPENDICES

1. Appendix A: Interview Schedule.
2. Request permission letter with a “received” stamp from the District.
3. A completed Ethical Clearance Form.
4. Language Edit Certificate.



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NOORDWES-UNIVERSITEIT

North West University, Mafikeng Campus
University Drive
Mmabatho
2790
20 September 2016

The Municipal Manager
Cnr Carrington str and 1st Avenue
Private Bag X2165, Mafikeng
2745

RECEIVED	
Signature:	Michelle
Date:	20/09/2016

Dear sir/ madam

RE: REQUEST TO CONDUCT RESEARCH FOR MASTERS IN PUBLIC ADMINISTRATION IN THE NGAKA MODIRI MOLEMA DISTRICT.

I, **Mr Thipe Ishmael Mesolo (23139439)** am a registered master's student in the **Department of Public Administration at the North West University, Mafikeng Campus**. I hereby request permission to conduct a research in the district for the purpose of my studies. The topic of my research is a **qualitative exploratory analysis and synthesis into the implementation of Integrated Development Planning (IDP) in Ngaka Modiri Molema District, North West Province.**

In order to complete the research discourse, it is important that I collect data from the five local municipalities under the jurisdiction of the Ngaka Modiri Molema District and the District itself. The results of this study will remain confidential and to be used for educational purposes only. You can contact me on **074 562 5723/079 011 7551** and/or e-mail at **mesolo.ti@gmail.com**. Thank you for your time and consideration and looking forward to hear from you shortly.

Sincerely,

T.M Mesolo.

T.M Mesolo



Supervisor: Prof L.P Bogopane

L.P Bogopane



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Institutional Research Ethics Regulatory Committee

Tel: +27 18 299 4849
 Email: Ethics@nwu.ac.za

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the **Human Sciences Research Ethics Committee (HSREC)** on **30/11/2016**, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby **approves** your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: A qualitative exploratory analysis and synthesis into the implementation of Integrated Development Planning (IDP) in Ngaka Modiri Molema District North West Province.																		
Project Leader/Supervisor: Prof LP Bogopane																		
Student: E Mesolo																		
Ethics number:	<table border="1"> <tr> <td>N</td> <td>W</td> <td>U</td> <td>-</td> <td>0</td> <td>0</td> <td>5</td> <td>4</td> <td>6</td> <td>-</td> <td>1</td> <td>6</td> <td>-</td> <td>A</td> <td>9</td> </tr> </table>			N	W	U	-	0	0	5	4	6	-	1	6	-	A	9
N	W	U	-	0	0	5	4	6	-	1	6	-	A	9				
Application Type: Master application																		
Commencement date: 2016-11-29		Expiry date: 2019-11-29																
Risk:			N/A															

Special conditions of the approval (if applicable):

- Translation of the informed consent document to the languages applicable to the study participants should be submitted to the HSREC (if applicable).
- Any research at governmental or private institutions, permission must still be obtained from relevant authorities and provided to the HSREC. Ethics approval is required BEFORE approval can be obtained from these authorities.

General conditions:

While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC via HSREC:
 - annually (or as otherwise requested) on the progress of the project, and upon completion of the project
 - without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the HSREC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC via HSREC and new approval received before or on the expiry date.
- In the interest of ethical responsibility the NWU-IRERC and HSREC retains the right to:
 - request access to any information or data at any time during the course or after completion of the project;
 - to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - any unethical principles or practices of the project are revealed or suspected,
 - it becomes apparent that any relevant information was withheld from the HSREC or that information has been false or misrepresented,
 - the required annual report and reporting of adverse events was not done timely and accurately,
 - new institutional rules, national legislation or international conventions deem it necessary.
- HSREC can be contacted for further information via [Estie Emtoch@nwu.ac.za](mailto:Estie.Emtoch@nwu.ac.za) or 018 289 2873.

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC or HSREC for any further enquiries or requests for assistance.

Yours sincerely

Linda du Plessis

Digitally signed by Linda du Plessis
 DN: cn=Linda du Plessis, o=NWU,
 ou=Vaal Triangle Campus,
 email=linda.duplessis@nwu.ac.za,
 c=ZA
 Date: 2016.12.13 17:45:29 +02'00'

Prof Linda du Plessis

Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

1065 Hector Petersen Drive

Unit 5

Mmabatho

11/01/2017

This is to certify that the dissertation entitled

**A QUALITATIVE EXPLORATORY ANALYSIS AND SYNTHESIS INTO THE
IMPLEMENTATION OF INTEGRATED DEVELOPMENT PLANNING (IDP)
IN NGAKA MODIRI MOLEMA DISTRICT, NORTH WEST PROVINCE**

Submitted by

THIPE ISHMAEL MESOLO

For the degree of

**MASTER OF ADMINISTRATION
(PUBLIC ADMINISTRATION)**

In the

**FACULTY OF COMMERCE AND ADMINISTRATION
MAFIKENG CAMPUS
NORTH WEST UNIVERSITY**

Has been edited for language by

Mary Helen Thomas (B.Sc. Hons. PGCE)

M. H. Thomas