

**THE EFFECTIVENESS OF INTEGRATED DEVELOPMENT PLANNING  
FOR SERVICE DELIVERY AND ECONOMIC GROWTH**

**A Dissertation submitted in fulfillment of the requirements for the degree of**

**MASTERS OF ADMINISTRATION IN PUBLIC ADMINISTRATION**

**NORTH -WEST UNIVERSITY (MAFIKENG CAMPUS)**

**BY**

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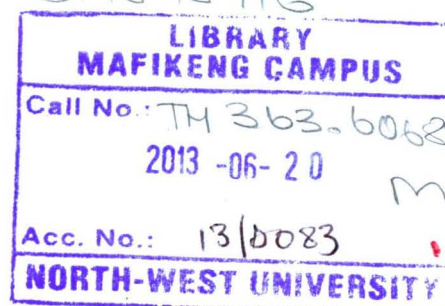
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## DECLARATION

I, MAMOGOMANE PHINDILE MOKAE, declare that this dissertation submitted for the degree of Masters of Administration in Public Administration is my own, independent work and has not been submitted by me to any other university/faculty. I furthermore cede copyright of the dissertation/thesis in favor of the North West University.



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## ABSTRACT

The aim of the study is to evaluate the effectiveness of the Integrated Development Plan (IDP) as a tool to accelerate service delivery and economic growth. The study is guided by the objectives below:

- Investigate the implementation of the municipal Integrated Development Plan (IDP)
- Establish the problems faced by the Integrated Development Plan (IDP)
- Evaluate the level of participation of the public
- Determine the improvement of service delivery brought about by the Integrated Development Plan (IDP)
- Assess the level of skills and capacity of municipal officials and their knowledge, understanding and readiness, for implementation of a successful effective IDP to accelerate service delivery
- Recommend effective ways to accelerate service delivery, poverty alleviation, job creation and economic growth through the IDP. The study achieved the objectives desired through questionnaires. The study is empirical and uses a qualitative methodology.

The study is empirical, and semi-structured questionnaires were used to collect data. The major findings of the study are that: problems such as finance and politics, centralization of authority, lack of skilled and trained IDP employees, limited public participation, and lack of progress on service delivery, economic development, poor infrastructure and poor implementation of IDP are the main problems plaguing the delivery of effective and efficient IDP to address service delivery.

Some of the main recommendations from the researcher to the municipality in discussion are: Training, skilling and development of municipal employee, Effective management, budgeting and planning Promotion of social and economic development and encouragement of public participation through SMMEs, BEE but most important, effective implementation of IDP policies.



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**CERTIFICATE OF LANGUAGE EDITING**

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## **ABBREVIATIONS AND ACRONYMS**

ASGISA-Accelerated and Shared Growth Initiative of South Africa  
BEE-Black Economic Empowerment  
CBO-Community Based Organization  
CFO- Chief Financial Officer  
DFA- Development Facilitation Act  
DPLG-Department of Provincial and Local Government  
EGPD-European Group on Public Administration  
FEPD-Forum Effective Planning and Development  
GEAR-the Growth Employment and Redistribution Strategy  
HRD-Human Resource Development  
IDP- Integrated Development Plan  
JIPSA-Joint Initiative for Priority Skills Acquisition  
LED-Local Economic Development  
LGTA-Local Government Transition Act  
MSA-Municipal System Act  
MSP- Municipal Service Partnership  
NIDS-National Integrated Development Scheme  
NGO-Non-Governmental Organization  
QDA- Qualitative Data Analysis  
RDP- Reconstruction and Development Programme  
RSA-Republic of South Africa  
SANGOCO- South African Non Governmental Coalition  
SMMEs- Small Medium and Micro Enterprises  
VIP-Ventilated Improved Pit latrine  
WSDP- Water Services Development Plan

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## **CHAPTER ONE**

### **INTRODUCTION AND ORIENTATION OF THE STUDY**

#### **1.1 Introduction**

An Integrated Development Plan (IDP) is a developmental plan for a municipal area containing short, medium and long-term objectives and strategies. It serves as a principal strategic management instrument for municipalities. It is legislated by the Municipal Systems Act 2000 (MSA) and supersedes all other plans that guide development at a local level. The IDP approach has to conform to specific methodological principles. It has to reflect the priority needs of the municipality and its residents and ensure that available resources are used in an objective oriented manner (IDP guide pack: 1999/200).

The Municipal Systems Act 32 of 2000 (MSA) defines integrated development planning as one of the core functions of a municipality in the context of its developmental orientation. MSA requires the IDP to be strategic and inclusive in nature. The IDP should link, integrate and coordinate other plans, while taking development proposals into account. It should be aligned with the municipality's resources and capacity, while forming a policy framework on which annual budgets are based. The integrated Development Plan must be compatible with national and provincial development plans and planning requirements (Municipal System Act 2000).

Service delivery is one of the key mandates of local government and the South African constitution clearly states that every citizen is entitled to a good service. It goes further to give citizens the right to protest if they are not satisfied with the services they are receiving from government. South Africa has been dubbed the protest capital of the world and has one of the highest rates of public protest in the world. During the 2004/05 financial year about 6,000 protests were officially recorded, an unknown number of

protests went unrecorded, and about 1,000 protests were illegally banned. Many reasons for these protests were offered, but the primary reason appeared to be the dissatisfaction with the delivery of basic municipal services such as running water, electricity and toilets especially in informal and rural settlements. Other reasons include unemployment, high levels of poverty, poor infrastructure and the lack of houses (Dlamini: 2011:2).

Therefore IDP aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It takes into account the existing conditions, and the problems and resources available for development. The plan looks at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected (IDP guide pack, 1999/2000). This chapter discusses the background to the study, aim and objectives of the study, research questions; significance of the study, research design and methodology, limitation of the study, organization of the study and gives a conclusion.

## **1.2 Definition of concepts**

### **1.2.1 Evaluation**

Evaluation is the process of examining a subject and rating it based on its important features, or to form an opinion of the amount, value or quality of something after thinking about it carefully (Simpson & Edmund, 2011:205). According to Cloete, Wissink and de Coning (2006), evaluation determines the value or the effectiveness of an activity for the purpose of decision-making. It is the use of a policy analytic research method or technique to measure performance programmes/projects so that the continuous change in activities can be determined with a view to improving effectiveness, especially their impact on the conditions they are supposed to change (Cloete, Wissink & de Coning, 2006:247). In the article written by Terbort (2001), a municipality can evaluate a few activities including projects/programmes, employee performance, policy, administration

of finances, and efficiency and effectiveness of the whole organization in delivering public services (Terbort, 2001:621-43).

Different types of evaluation can be undertaken. They can be distinguished according to different criteria which include the stage of the policy, project or whatever is evaluated, linked to the focus of the exercise; timeframe of the project, policy, programme that is evaluated, and the scope of the evaluation (Cloete, Wissink & de Coning, 2006:250). According to Cloete et al (2006), reasons for evaluation are: to measure progress towards the achievement of policy objectives, to learn lessons from the project/programme for the future review, redesign or implementation of strategies; to test the feasibility of an assumption, principle, model, theory, proposal or strategy; and to provide political or financial accounting, to better advocate cause and for public relations purposes.

### **1.2.2 Effectiveness**

Effectiveness can be defined as the extent to which objectives are met (Khalo, Moeti, Mafunisa, Makondo & Nsingo, and 2007:91). The objectives of IDP are to transform municipal and institutional development, local economic development, basic service delivery and infrastructure investment, financial viability and financial management, good governance and Community Participation. According to the United States Agency for International Development (USAID: 2007), effectiveness in municipalities can be met through communication, sustainability of services (that is goods and services should be provided to the society in a way that they sustain them for a long time, e.g., water, electricity, waste removal, land and economy), performance of municipal employees, reduction of costs (that is to provide quality goods, but at less cost ), accountability and all in all, goods and services that are relevant and necessary are provided in time. The organization furthermore states that the municipality should come up with strategies and adopt and implement policies to develop it in order to deliver effective services (Davis, 2007:36).

### **1.2.3 Integrated Development Plan (IDP)**

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development (IDP guide pack, 2000). According to the IDP guide pack (1999/2000) in contrast to the role planning has played in the past, integrated development planning is a function of municipal management and is part of an integrated system of planning and service delivery. The IDP process is meant to arrive at decisions on key issues such as municipal budgets, land management, promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner. It therefore not only informs municipal management on key issues, but also guides the activities of other spheres of government, corporate service providers, NGO's and the private sector (IDP guide pack, 1999/2000).

### **1.2.4 Accelerate**

Accelerate can be defined as to cause to move faster (Simpson& Weiner, 2000:256). According to the speech given by Minister Nathi Mthethwa (May 2011), more resources need to be made available at local government level to accelerate delivery. The Municipal Systems Amendment Bill, would also ensure competent and well qualified officials are appointed. The Bill would make senior municipal officials more accountable to their councils and prohibit municipal managers and their direct subordinates from being political party office bearers and in so doing would speed up service delivery (Gabara: May , 2011:). The Department of Cooperative Governance argues that service delivery can be accelerated through evaluation and monitoring of projects, deepening of democracy among the public and government officials, improvement of access to basic services, intensifying training of municipal officials especially those responsible for the IDP process, decentralization of authority, reducing spending by municipalities and

establishing municipal account committees (Department of Cooperative Governance and Traditional Affairs, 2010).

### **1.2.5 Service Delivery**

Service delivery is defined as the provision or supply of a public need by a local government institution (Whitaker, 2006:240). Gildenhuys and Knipe (2000) argue that governments are bound to supply and deliver public goods and services to their communities in order to execute functions needed to realise their goals and objectives. They state that governments supply services to communities for their order and protection, social welfare and economic welfare functions, which may be categorised as order and protection services, social welfare services and economic welfare services. According to Serban (2010:2-3), of local development groups for United National Development Planning, basic services to be provided by any municipality in (collaboration with other government departments where necessary) include accessible clean water, proper sanitation, electricity, housing, accessible roads, and infrastructure, which consists of economic infrastructure (industries, factories, agriculture), and social infrastructure (clinics, schools, recreations).

According to Public Service Regulations of 2001, criteria public services should be :

Quantity:- services and products supplied in sufficient volume and diversity to sustain basic needs, Quality:- the services and products are of such quality that they will last for an appropriate period of time so that they do not have to be re-supplied at additional cost, Time/Timeliness:- the services and products are rendered on time so that customers can derive maximum benefit from them, Value for money: when the cost of the product or service is balanced against the value derived by the recipient irrespective of whether or not customers pay directly for products and services, it is important that the cost of the product or service is balanced against the value derived by the recipient. Access:- the services and products being delivered at the ideal locality to relevant customers to enable them to make best use of them, without incurring undue cost to gain access to the point of

delivery Equity:- the services and products should be provided without discrimination (Public Service Regulations, 2001).

### **1.2.6 Economic Growth**

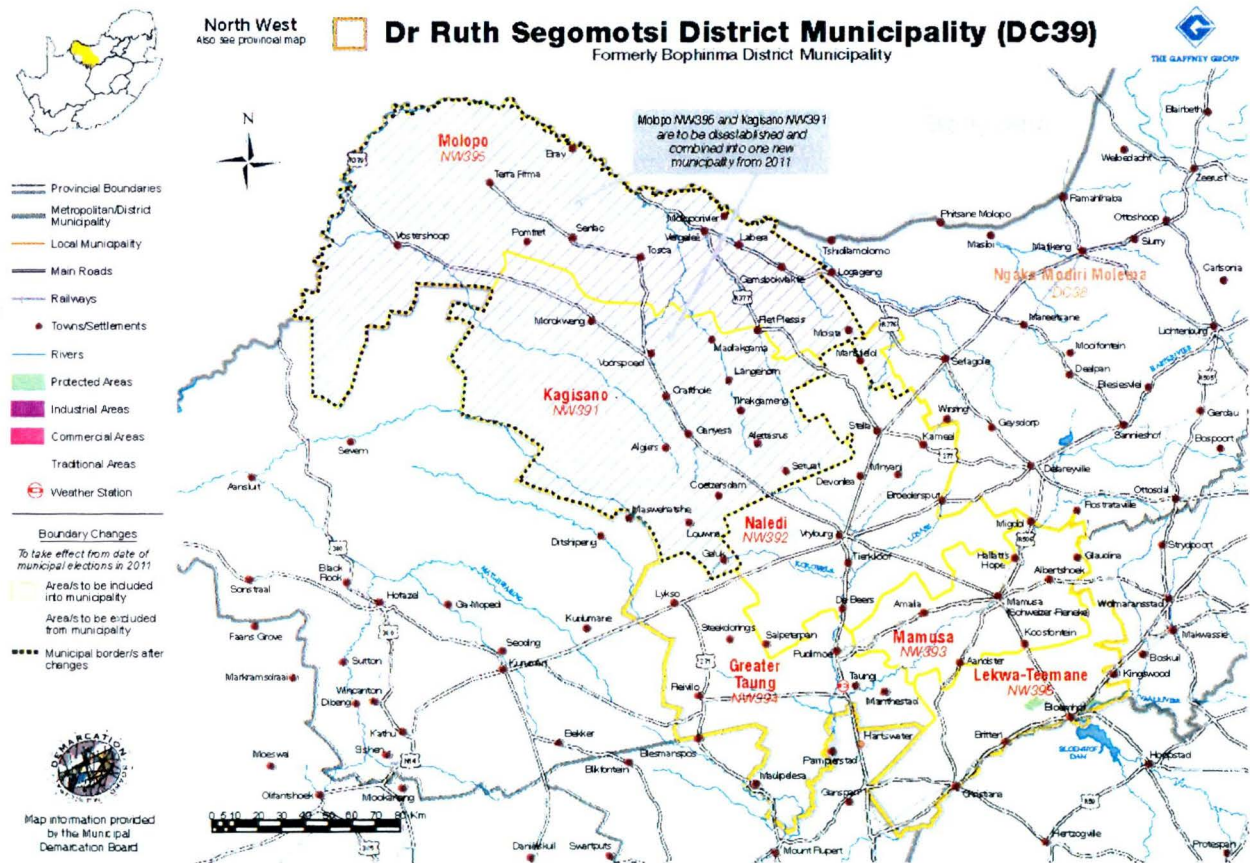
Economic growth is best defined as a long term expansion of the productive potential of the economy, and sustainable economic growth should lead to higher real living standards and rising employment (Frederick & Fourie, 2010:11). The Constitution of 1996 requires that a municipality must structure and manage its administration and 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. For municipalities economic growth is defined by technological innovations, access to water, adequate housing, job creation, alleviation of poverty, infrastructure, proper sanitation, telecommunication, total reduction in backlogs and creation of strong municipal revenue base (Ruiters: 2007). According to Buffalo City Metro Municipality, economic growth of any municipality can be reached through projects which includes industrial and infrastructure, training and skilling of public officials, encouragement of investment especially foreign investment, creation of international partnership and business forums which includes public participation because that way economic growth will also be sustainable (Buffalo City Metro IDP review 2007/2008).

### **1.3 Background to the Study**

Dr Ruth Segomotsi Mompati District Municipality (DC39) is the largest region within the North West Province as indicated on figure 2.1, with a surface area of 47 478 km<sup>2</sup> in extent (40.82% of the total area of North West Province). It lies 1200m above sea level and is dry, sunny and very hot in summer. It consists of six local municipalities i.e. Naledi LM covering 7264 km<sup>2</sup> (NW392), Greater Taung LM covering 5640 km<sup>2</sup> (NW394), Lekwa-Teemane LM covering 3681 km<sup>2</sup> (NW396), Mamusa LM covering 3615 km<sup>2</sup> (NW393) and Molopo-Kagisano covering 27278 km<sup>2</sup> (NW397). It was formerly known as the western regions (Bophirima) and shares its borders with Botswana

and the Northern Cape Province of South Africa. The district has strong agricultural and mining influences and includes the world renowned heritage site at Taung (Taung skull). The district has twenty nine (29) councilors according to the demarcation board. The major towns are surrounded by very low density, scattered rural settlements, villages and vast rural areas (DR R S Mompoti district municipality IDP, 2011).

Figure 1: Demarcation Board 2009



The major towns within Dr Ruth S Mompoti District Municipality include; Vryburg, Bloemhof, Christiana, Taung and Schweizer-Reneke. The N14 link Vryburg with Northern Cape Province. The towns are connected by tarred roads, despite the long

distances between them. The town of Vryburg is situated at the important junction of the N18 and N14 highways.

The District is semi-arid, with vegetation characterized by turf thronged and mixed bushveld areas. The area receives variable rain with scattered thunderstorms and flooding. During hot summers there is high evaporation and elevated temperature. Rainfall varies from 400 to 600 annually, with most occurring during midsummer. A limited part of the geographical area adjacent to the eastern boundary has slightly higher rainfall averages, between 800 to 1000mm per year. The lowest rainfall (0mm) occurs in June and the highest (70mm) in February. Thunderstorms and hail can occur but are lower than figures obtained for the Highveld region. The monthly distribution of average daily maximum temperatures shows that the average midday temperatures range from 18°C in June to 31°C in January. The District is the coldest during July when the mercury drops to 0°C on average during the night ((DR R S Mompoti District Municipality IDP, 2011 & global insight survey: 2009).

The population of the district is estimated at approximately 502478 consisting of 244 77 males and 258 401 females. Population groups include largely Setswana speaking Africans, Indians, White and coloured.

There is an overall framework of policies which all have the same goal which is to develop and sustain local government for municipal service delivery in South Africa to help provide service delivery underpinned by, among others, the Constitution (chapter 10). The policies stipulate providing decent services impartially, fairly and equitably and responding to people's needs by encouraging participation in policymaking and include the IDP (which is adopted to develop municipalities and speed up service delivery), LED, the Reconstruction and Development Programme (RDP), the Growth Employment and Redistribution strategy (GEAR) and the Whitepaper on Local Government. Despite all

these, poor service delivery and poor local governance remains an overwhelming problem in most South African municipalities (Bond, 2002:5).

In South Africa, the management of municipal services has been an ongoing problem for the new government because of a culture of non-payment among users. As a result, prepayment has been widely implemented in electricity, telephone and, more recently water services. But prepaid service delivery has only relieved absolute poverty, but more generally has become linked to negative outcomes such as intermittent services and increased household stress (Ruiters, 2007:487). According to Ruiters, although formal apartheid in South Africa has been outlawed, blacks are still concentrated in racially homogeneous urban townships, and growing informal settlements on the periphery of cities. With 61% of the African population poor, compared to only 1 % of South Africa's 5 million whites, and with 30% unemployed, service delivery plays a pivotal role in everyday survival (Ruiters, 2007:487).

Although more Africans have access to basic infrastructure, twelve times more Africans still obtain water from a public tap, borehole or a neighbour's tap than do other population groups (Statistics South Africa, 2006). South Africa's 284 municipalities have experienced severe difficulties in managing services, especially in billing and collecting revenue. Twenty-three of the largest towns failed to collect 60% of what they were owed by the end of 2005 and faced serious cash flow problems (Business Day, 2006).

Although the consequences of municipal financial problems are apparent, determining the cause of the difficulties is problematic. The failure to identify and understand the nature of the problem can lead to inappropriate responses. It is important to make a distinction between systems weaknesses and structural weaknesses in municipalities. This distinction is inherent within both the Local Government White Paper analysis of municipal constraints and the resulting legislation. Systems weaknesses are related to problems with the capacity of the municipality to perform its tasks (including personnel problems; inadequate disciplinary procedures and performance management systems; and

ineffective financial management systems). Systems weaknesses can be addressed through capacity building and training of staff, and by implementing new and efficient systems. However, capacity building and systems improvement as techniques for addressing the existing deficiencies of municipalities have their limitations (Pycroft, 2001:147).

### **1.3.1 Finance**

Many municipalities face problems of severe lack of funds to carry out their constitutional mandates to improve the quantity and quality of basic services to citizens. The local government services backlogs are estimated at between R47 – R53bn, with an annual service backlog of R10bn. These are amounts that will be required for municipalities to increase access to services and therefore deal successfully with the massive backlogs (Nthonkulu & Rapoo, 2001).

### **1.3.2 Employee Skills and Capacity**

The severe lack of capacity at municipal level tends to come in the form of inadequate managerial skills and technical expertise, which has proved debilitating for service delivery. This is particularly evident outside of the metropolitan areas. Also, the perceived lack of service-orientation at municipal level including ineffective and inefficient administrative structures, are often seen as obstacles to dealing with the huge service backlogs in many poor communities (Padayakee, 2006:77).

There are councils where well-trained and highly motivated staff operating efficient municipal systems fails to deliver adequate municipal services and where the council exhibits financial difficulties. For these municipalities, concentration on capacity building and systems improvement will not necessarily create a viable municipality. The problem in these municipalities is structural. What is required is the fundamental restructuring of municipalities to ensure that the economic fundamentals of the council provide a basis

from which municipal viability can be ensured or achieved once the systems weaknesses have been addressed. The restructuring process envisaged by the White Paper will address this in three ways: the geographic boundaries of each municipality will be re-examined in an effort to increase the income-generating capacity of the municipalities; the council and administrative structure will be re-examined to ensure that sufficient resources remain available to fund an ever-increasing level of service delivery; and municipal systems will be re-examined and new systems introduced, to improve the efficiency and accountability of local government. The Local Government White Paper details the framework for municipal rationalization and restructuring (Pycroft, 2001:146).

### **1.3.3 Lack of understanding of the IDP process**

Although recognized as a distinct sphere of government, municipalities remain the ‘poor relation’ of South Africa’s intergovernmental system. The intention of the planning legislation (both the Development Facilitation Act and Local Government Transition Act and the soon to be introduced Municipal Systems Bill) is admirable. The legislative framework seeks to empower bottom-up planning and, in theory, gives municipalities the legal power to ‘bind’ both provincial and national spheres to the planning requirements of the Integrated Development Plans (IDPs). In practice, municipalities have insufficient capacity to compile and enforce meaningful IDPs. The absence of compatibility between the municipal financial year (which runs from June to July) and the provincial and national financial year (which runs from April to March) undermines efforts to synchronize national and provincial plans with the municipal IDPs. There is a lack of understanding, particularly at provincial level, of the municipal planning process, and a reluctance on the part of provincial governments (which already feel constrained by national dictates) to further cede autonomy over their development objectives to municipal plans (Pycroft, 2001:149).

Confusion is also created by the perpetuation of two planning systems — the Land Development Objective (LDO) process of the Development Facilitation Act (DFA), and

the Integrated Development Planning (IDP) process of the Local Government Transition Act (LGTA) and the Municipal Systems Bill.

Implicit in the third operational objective, democratizing development is the assumption that regular democratic local government elections are an insufficient democratizing mechanism for developmental local government. What is required is a continual process of dialogue between municipalities and their communities, as well as community participation in all aspects of council activity — the encouragement of participatory democracy in the provision of local government services. Ward committees are to be strengthened as a means of encouraging and facilitating the active participation of the community in council decision-making and implementation (Pycroft, 2001:149).

#### **1.3.4 Decentralization**

Whilst decentralization can enhance efficiency and promote more accountability and responsive governance, there are real limitations. In many developing countries, including South Africa, the capacity of local government to give effect to its fiscal power is a serious limitation. In South Africa this problem is compounded by the integration of previously disadvantaged communities into municipal boundaries, a culture of non-payment, and poor administrative systems, all of which has manifested as a staggeringly high level of debt. On paper the solutions are easy: increase revenue; reduce expenditure; or do a combination of both. However, in reality the challenge is more complex and multi-faceted – there are political and socio-economic facets as well as institutional aspects, including shortages of skills, performance-orientation of staff and adequate physical resources (Ahmad, 2005; 288).

### **1.3.5 Accountability**

Another problem is the long route of accountability that leads some to advocate decentralization as a means of strengthening accountability and thereby improving service delivery. Devolving responsibility for public services to lower tiers of government means that the politician who is responsible for these is now elected locally. The hope is that this would make him more accountable to the citizens, as they can monitor him more closely and attribute changes in service quality to him more easily. That is, decentralization will strengthen the citizen- local politician relationship of accountability, and thereby the other relationships of accountability for service delivery (Pycroft, 2001:150).

### **1.3.6 Infrastructure**

Infrastructural provision in the municipalities, especially in rural areas, has historically been provided in a haphazard and unstructured manner. The overall objective in the provision of infrastructure is in addressing the backlogs to provide for balanced growth in an equitable manner with the emphasis being on accessibility to basic services, which need to be provided in a sustainable and affordable manner to local communities (Pycroft, 2001:147).

### **1.3.7 Sewarage Disposal**

One of service delivery problems is sewage disposal. In most Municipalities, especially informal towns and settlements, there is no formal service of sewage disposal. The disposal of sewage effluent is of great concern where this will in future affect the underground water system. Where this groundwater is used for human consumption through boreholes, the risk of the spread of disease becomes unacceptably high. In fact, besides the use of pit latrines as some form of sewage disposal, there are households in the tribal areas with no access to such forms of disposal (Kanvur, 2007:31).

### **1.3.8 Telecommunications**

The telecommunications network of Telkom is prone to interruptions mainly due to the theft of cable. This aspect is currently being addressed by the service provider by the provision of fibre optic cable links and also through a combination of telephone lines and radio links. This upgrading programme mainly affects the urban centres, and the rural centres are still in need of these facilities which assured supply (Kanvur, 2007:31).

### **1.3.9 Water and Electric supply**

The basic human right of people to have access to a potable source of water at a rate of 25l/capita per day within a walking distance of 200m, as provided for in the Constitution of South Africa, needs to be recognized as the eventual goal in the provision of this service. The majority of households (69 %) within the municipal area has inadequate access to potable water supply and has to use water from streams and rivers for human consumption. Only about 12.28 % of the households have water connected to their houses. A backlog of 5890 households with inadequate water supply has to be addressed (Ruiters, 2007:486). South Africa has also experienced problems of electricity as few people have access to electricity and there are widespread cut-offs and disconnections as people are not able to pay for electricity due to socio-economic reasons (Ruiters, 2007:491).

### **1.3.10 Socio Economic Reasons**

Socio-economic reasons relate to the inability of consumers to pay for services due to endemic poverty. These reasons are partially addressed through the provision of indigent and other social grants. But the problems of poverty are far deeper than these grants alone can address. Therefore, in terms of their developmental local governance responsibilities, municipalities must also implement socio-economic development programmes that will facilitate local economic development and thereby enhance consumers' ability to pay for

services and improve their quality of life (Bond, 2002:5). The constitution of South Africa is an important policy document that forms part of the framework for municipal government in South Africa. It requires municipalities to assume a developmental role in providing basic services; this responsibility obliges municipalities to engage in activities that facilitate social development and economic growth.

The White Paper on Local Government seeks to establish the mechanisms by which developmental local government will be achieved (South Africa, 1996: 81; Ministry for Provincial Affairs and Constitutional Development, 1998). The creation of developmental local government will require the restructuring of councils' institutional approach to the management of the local space, changes in leadership, a focus on poverty alleviation, economic growth, and the management of development in an integrated and sustainable manner and requires entrenched socioeconomic inequalities to be addressed. The White Paper on Local Government identifies four inter-related aspects of maximizing economic growth and social development (Pycroft, 2001:148).

According to the white Paper on Local Government, municipal programmes are supposed to facilitate community involvement at both design and delivery level. This policy document also allows municipalities to consider alternative methods of delivering affordable services to citizens. The Municipal Systems Act (2000) encouraged municipalities to promote democratic participation by citizens in the way they are governed, and also defined how a municipality should provide municipal services to citizens (Naidoo, 2000:8).

#### **1.4 Statement of the problem**

The main problem addressed by this study is the lack of implementation of IDP. Failure of implementation of IDP presents a major hazard in South African municipalities; service delivery in these municipalities is plagued by the impact of failure to implement IDP policies. South Africa is characterised by inequitable growth and development, a high

degree of poverty, poor service delivery, increasing demands and limited resources, and the challenge of integration. The need for improved standards of living and access to effective service delivery, economic growth and better infrastructure which are seen as crucial issues in addressing poverty, coupled with poor service delivery, and a poor municipal economic base have necessitated the introduction of Integrated Development Planning (IDP) (Befile, 2009).

The need to address poor service delivery and poor municipal economic growth in poor communities has necessitated that the government, international agencies and NGOs pay more attention to the poor so that they can be helped to live more fruitful lives and become instruments for the growth of democracy and their economy (Befile, 2009). Because of the problems discussed in the background of the study above (lack of funding, centralization of power, lack of accountability, poor employee skills and knowledge to execute development plans, socio-economic problems, and etc,) it is difficult for municipalities to implement IDP. Failure to implement the IDP leads to poor service delivery, poverty, unemployment and poor economic growth. In half of municipalities in South Africa IDP is treated as a guideline, a plan and a framework rather than an official policy and is not implemented (Pycroft, 2001:98). This study seeks to evaluate the effectiveness of IDP as a tool to accelerate service delivery and economic growth, and to recommend better implementation of IDP.

### **1.5 Research questions**

- The study is guided by the following research questions:
- How can the IDP prepared by municipalities be made realistic and effective?
- What are the problems that are encountered by IDP which prevent it to being effective?
- What is the level of participation of the public?
- How the IDP has change/improved the lives of communities in terms of service delivery, job creation, poverty alleviation and economic development?

- What is the level of skills, understanding, knowledge and readiness needed municipal employees for successful effective implementation of the IDP in order to accelerate service delivery?
- What are better ways and recommendations for municipalities to accelerate service delivery, poverty alleviation, economic growth and job creation?

## **1.6 Aim and objectives of the study**

### **1.6.1 Research Aim**

The aim of the study is to evaluate the effectiveness of the Integrated Development Plan (IDP) as a tool to accelerate service delivery and economic growth.

### **1.6.2 Objectives of the study**

The objectives of the study are to:

- Investigate the implementation of the municipal Integrated Development Plan (IDP) in the Dr Ruth Segomotsi Mompati district municipality.
- Establish the problems faced by implementing the Integrated Development Plan (IDP) in the Dr Ruth
- Evaluate the level of participation of the public in the Dr Ruth Segomotsi Mompati district municipality.
- Determine the improvement of service delivery brought about by the Integrated Development Plan (IDP) in the Dr Ruth Segomotsi Mompati district municipality.
- Assess the level of skills and capacity of municipal officials and their knowledge, understanding and readiness, for successful and effective implementation of the IDP to accelerate service delivery in the Dr Ruth Segomotsi Mompati district municipality.

- Recommend effective ways to accelerate service delivery, poverty alleviation, job creation and economic growth through IDP in the Dr Ruth Segomotsi Mompati district municipality.

## **1.7 Research design and Methodology**

### **1.7.1 Research Design**

A research design is a specification of most the adequate operation to be performed in order to test the specific hypothesis under given conditions (Bless & Higson-Smith, 2000:63). Research design addresses the planning of scientific inquiring, designing a strategy for finding out something. Although the special details vary according to what is being studied, there are two major aspects of research. Firstly, the researcher must specify as clearly as possible what is to be found out, and secondly, she/he must determine the best way to do it (Babbie et al, 2003:72).

Research design can be classified according to the level of scientific rigour involved in proving the causal relationship:

- Pre-experimental are designs that are the least adequate in terms of scientific rigour and thus are least likely to establish a clear causal relationship between the independent and dependent variables.
- Quasi-experiment are designs which do not meet the exacting criteria of experimental designs, but which manage to approximate experimental conditions.
- Experimental design is the most rigorous of all the design and have strict requirement (Babbie et al, 2003:72).

This study undertakes the empirical study as the research design. Empirical study uses primary data, which include surveys, and experiments, case studies, programme evaluation, interviews and questionnaires (Babbie et al, 2003:73). Under empirical study, triangulation is used, which is the technique, which uses different methods to validate data. Questionnaires were used as a form of data coll

### **1.7.2 Research Methodology**

Research consists of two methods. The qualitative method relies upon measurement and various scales. Numbers form a coding system by which different cases and different variables may be compared. Systematic changes in score are interpreted or given exactly the same social, cultural and linguistic context. Another important advantage of numbers is that they can be analysed using descriptive and inferential statistics.

Qualitative research is a method of inquiry appropriated in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts. Qualitative researchers aim to gather an in-depth understanding of human behaviour and the reasons that govern such behaviour (Bless et al., 2000:39). This study undertakes a qualitative method.

### **1.7.3 Data sampling**

Sampling is that part of statistical practice concerned with the selection of an unbiased or random subset of individual observations within a population of individuals intended to yield some knowledge about the population of concern, especially for the purposes of making predictions based on statistical inference. Sampling is an important aspect of data collection (Bless et al., 2000:39).

Researchers rarely survey the entire population for two reasons; the cost is too high, and the population is dynamic in that the individuals making up the population may change over time. The three main advantages of sampling are that the cost is lower, data collection is faster, and since the data set is smaller it is possible to ensure homogeneity and to improve the accuracy and quality of the data (Bless et al., 2000:39).

The sample was taken from all six local municipality officials, and the technique used to select the sample size was convenient, simple random sampling was used for selecting samples from the wide population. The population included IDP co-coordinators, IDP forums, municipal managers, chief financial officers and municipal employees from within the district municipality. The population of this study is (N) 500 % and the sample taken is 40(n).

#### **1.7.4 Data Collection**

Data collection is a term used to describe a process of preparing and collecting data - for example as part of a process improvement or similar project. The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to others. Primarily, data is collected to provide information regarding a specific topic. There are many methods of collecting primary data and the main methods include: questionnaires, focus group, interviews, observation, case- study, diaries and critical incidents portfolios. Questionnaires are a popular means of collecting data, but are difficult to design and often require many rewrites before an acceptable questionnaire is produced (Bless et al., 2000:104-09). Data will be collected through questionnaires. The district municipality consists of six local municipalities, and the CFO, IDP director, Municipal managers and wards councilors will be given questionnaires together with members of the public.

#### **17.5 Data analysis and interpretation of results**

Analysis of data is a process of inspecting, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains. This study will undertake Qualitative Data Analysis (QDA) which is the range of processes and procedures whereby we move from the qualitative data that have been collected into some form of explanation, understanding or interpretation of the people and

situations we are investigating. QDA is usually based on an interpretative philosophy. The idea is to examine the meaningful and symbolic content of qualitative data (Egan, 2002:263). The results depict aspects such as the level of participation of the public in IDP, and the rate at which IDP progresses to produce accelerated service delivery. Data will be presented in bar charts, tables or graphs, which highlight the findings as a tool to accelerate service delivery.

### **1.9 Scope of the study**

The study concentrated on Dr Ruth Segomotsi Mompati District Municipality; the municipality consists of 6 local municipalities (Greater Taung, Kagisano, Naledi, Molopo, Lekwa-teemane and Mamusa) with a population of approximately 500 000 who are experiencing ineffective service delivery and a poor municipal economic base. The study will also be relevant to any other municipality in South Africa as all local government practice IDP. The study evaluates how far the IDP has changed the lives of the people within this municipality and if IDP is effective enough to accelerate services. The study also establishes the problems encountered by the IDP process and recommends ways to execute IDP more effectively.

### **1.8 Rationale**

The Integrated Development Plan (IDP) is aimed at integrated development and management of the area under the jurisdiction of the municipality and is developed in terms of its allocated powers and duties. According to the Municipal Systems Act (RSA, 2000), municipalities are required to prepare a five-year strategic plan that is reviewed annually in consultation with local communities and other stakeholders in the municipality. The IDP seeks to promote integration by balancing the social, economic and ecological aspects of sustainability without compromising the institutional capacity required in implementation (Akani, 2002). The IDP is seen as a local pathway to sustainable development in South Africa, and it is used to foster more appropriate service delivery and infrastructural development by providing the framework for economic and

social development within a municipality and, by implication, it facilitates poverty relief. The associated planning process is meant to arrive at decisions such as the design of appropriate municipal budgets, land management, the promotion of local economic development and institutional transformation in a consultative, systematic and strategic manner (Akani, 2002).

In view of the above there is a need for proper planning and implementation of IDP projects, as well as monitoring and assessment of success on the part of local government in order to help to eliminate poverty in the community. In this context, the IDP seeks to address poor service delivery, poor economic growth and poverty as its programme is focused on improving the lives of the poor by putting in place the necessary infrastructure and mechanisms that will ideally permit the attainment of social and economic development.

#### **1.10 Organization of the study**

### **CHAPTER 1: INTRODUCTION AND ORIENTATION OF THE STUDY**

This chapter introduces the study and outlines the problem that has been investigated. It includes the following:- introduction to the study, background of the study, the research problem, specific objectives, questions to be addressed, hypothesis if any, research design and methodology, significance of the study, scope of the study and organization of the study is provided. Statement of the problems states exactly what the study is investigating, Research aim is about what the study is to achieve, and research objectives guide the researcher to reach the aim. Research questions help the researcher to reach the objectives. Significance of the study deals with the benefit the study will provide. Research design and methodology helps in the collection of data.

## **CHAPTER 2 . LITERATURE REVIEW ON THE EFFECTIVENESS OF IDP**

The chapter includes the following points-: introduction to the chapter, entry point to the literature review, literature is grouped into different categories. Literature review is an assessment of the existing research on the topic of the study.

## **CHAPTER 3 . RESEARCH DESIGN AND METHODOLOGY**

This chapter sets out in detail a strategy for satisfying the purpose, and answer the research questions. The chapter clarifies the following-: introduction to the chapter, general methodological orientation, research instruments as well as sampling design, procedures for data collection and analysis.

## **CHAPTER 4 . ANALYSIS AND INTERPRETATION**

This chapter is about data presentation, analysis and interpretation of the results within the framework of the study. It includes the following-: introduction to the chapter, organization and objectivity and categorization, presentation of results in charts, tables or graphs, appropriate interpretation as well as establishment of causal connections.

## **CHAPTER 5. SUMMARY, FINDINGS, RECOMMENDATIONS, AND CONCLUSION**

A brief summary of the study is presented in this chapter. Furthermore, a reflection on the major findings of the study is provided as well as major recommendations and areas for further research. The chapter includes introduction to the chapter, summary of the previous chapters, research findings based on each of the specific objectives, recommendations and their motivations and conclusion.

## **1.11 Conclusion**

Poor service delivery and governance remains an overwhelming problem for most municipalities. These governance problems require robust intervention by national government to expedite local government transformation and development. Municipalities have a legal obligation to provide basic services to their communities in an adequate and timely fashion. The failure of municipalities to deliver basic services not only causes immense hardship to the residents of municipalities, but also can have a detrimental impact on social and economic development.

The next chapter (chapter 2) is literature review, which is about theoretical perspectives and related literature on the topic.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Guildenhuys and Knipe (2000:228) define a municipality as a geographical area of an urban system for which a city council, town council, village council or a similar local government body has been established to govern and manage the local public activities of the inhabitants. A municipality is established to promulgate local laws for governing the local community, and provides and manages local public services (Guildenhuys & Knipe, 2000:228). Whitaker (2006:240) defines service delivery as the provision or supply of a public need by a local government institution. According to Serban (2010:2-3) of the local development groups for United National Development Planning, basic services to be provided by any municipality in collaboration with other government departments where necessary include accessible clean water, proper sanitation, electricity, housing, accessible roads, infrastructure which consists of economic infrastructure (industries, factories, agriculture), and social infrastructure (clinics, schools, recreations).

Kitchen (2005: xxxii) argues that municipal services may be delivered in a variety of ways. Alternatives range from complete public provision to complete private provision to a mix of those forms, including public-private partnerships. For public sector provision, the economic and political arguments in support of independent and autonomous or semi-independent and semi-autonomous special purpose bodies instead of complete public provision are generally weak. The broad objectives of developing government are to ensure that services are delivered in a way that is sustainable, equitable, efficient, effective and affordable, and consistent with the principles of service delivery.

### **2.1.1 Role of the municipality in economic growth**

Economic growth is defined by Frederick & Fourie (2010:11) as a long term expansion of the productive potential of the economy, and sustainable economic growth should lead to higher real living standards and rising employment. As mentioned in chapter one, municipal economic growth is defined by technological innovations, access to water, adequate housing, job creation, alleviation of poverty, infrastructure, proper sanitation, telecommunication, total reduction in backlogs and creation of a strong municipal revenue base (Ruiters,2007).

Van der Wal & Hilhorst (2007:7-8) state that availability of physical infrastructure is a major determinant of production costs, product quality and market access. Business land and workspace, reliable water supply, sewage facilities, roads, postal and telecommunication services and electricity are often critical constraints for economic development. Local government may be responsible for creating an enabling physical environment through, for example, provision of legally demarcated land for business development, maintenance and supply of feeder roads and basic utilities such as delivery of electricity and water. Investments in infrastructure are not only made by the public sector. Telecommunication services are increasingly provided by the private sector. Telecommunication networks, for instance, are very often entirely private in Africa. An important role of local government is to address the necessity of proper physical infrastructure in its planning and coordination tasks, in its lobby work, and to include resources (and co-financing arrangements) for physical infrastructure in its budgets.

Local government purchases services and goods and may also outsource some of its responsibilities. Local government can be an important buyer of services and goods in rural areas thus contributing to and influencing the type of economic growth and employment generation (for example infrastructure-led economic development). It is thus a market for the private sector, which is growing when devolution is strengthened. It is estimated that in Uganda one third of all procurement by the state, is handled by local

governments. In Ghana, for example, local government has influenced the system for sourcing for school meals, emphasizing the importance of buying locally produced food (Van der Wal & Hilhorst, 2007:7-8).

Van der Wal & Hilhorst further state that local government also procures also advisory services, may tender for the construction of infrastructure and may outsource the provision and maintenance of public utilities such as drinking water, markets, and even tax collection. The type of procurement system used may contribute to pro-poor development and job creation. In South Africa, legislation is put in place to promote pro-poor economic development and local employment creation by means of a preferential procurement framework for goods and services that targets local companies, and in particular small firms and companies owned by persons from previously disadvantaged communities (i.e. Black Economic Empowerment). The policy has worked best in larger towns where there are more small businesses present. The results improve when municipal officials are more aware of the situation of small and micro enterprises and therefore know how to draft tender documents, but also have more knowledge on the possibilities of using more labour intensive approaches and to improve quality.

Increasing resource mobilization is a key concern for local governments all over the world and is required for the functioning of the local administration and for investments, including those in local economic development. The two major sources for Local Government finance are transfers by central government, projects and programmes, and local taxes and levies. Local Government often looks towards local taxation for raising revenues, as this is more under their control. However, excessive taxation can harm economic development and undermine sustainability (Van der Wal & Hilhorst, 2007:7-8). A related issue is the efficiency and transparency of resource use by Local Government (LG). Another registration and administration role of Local Government is developing around land rights and guarding deeds that record land related transactions. The role of Local Government in land administration is growing in importance in a number of countries (Ethiopia, Niger, Mali, and Burundi). In Ethiopia land certificates are prepared

at village level and issued at district level and small farmers are happy to pay land rent as it assures them that the recently issued land certificates are recognized by the LG's as valid documents. In Benin, for example, copies of land sales or rentals are kept by LGs (against a fee) for safekeeping and to prevent conflicts. Local Government is also involved in allocation of land for residential purposes and issuing certificates which allow people to occupy the land (Van der Wal & Hilhorst, 2007:7-8).

### **2.1.2 Reasons for service delivery provided by Local government**

Guilkenhuys and Knipe (2000:56-59) argue that in order for governments to execute the functions needed to realize their goals and objectives, governments are bound to supply and deliver public goods and services to their communities. Governments supply services for managing order and protection, social welfare and economic welfare functions. They further state that government provides those services that, because of their collective nature, cannot be delivered by the private sector and those services that can be delivered more cheaply and more advantageously by collective effort than by individual effort. These services can be classified as collective services, which are non-apportionable, particular services, which are apportionable and quasi-collective services which are services, which are both collective and particular services.

According to the South African finance and investment committee (2011), governments are always in a better position to determine the goods to be supplied to the public. In the same way the government is the best agency to collect the resources needed to fund these services. Also, it is the government, which can judge what kinds of services are "optimal" and what the citizen's fair share is. Without government control over public goods markets would not be able to function normally. This is because markets depend heavily on property rights, legal institutions, nomenclature, peace and security and incentives. When none of these is guaranteed, markets will be wary to conduct business freely thereby affecting the society by and large. It is only the government, as a supreme authority, that can guarantee all of this and keep matters under control. Delivering justice is a very important function of the government. It is arguably the foundation on which a

peaceful society rests. This can, at times, best be achieved by the use of physical force. Governments can carry this out effectively because it is empowered by the constitution. Moreover governments are committed to the principle of due process — e.g., strict rules of evidence, reliability, impending dangers, and quick and fair trial requirements, etc. It is because of this that governments need to provide public goods and health care services to its citizens (Finance and investment committee, 2011).

## **2.2 Integrated development planning, economic development and service delivery: International perspective.**

### **2.2.1 Theoretical framework on service delivery in Dominica Islands**

The Integrated Development Planning Project (generally referred to as the IDP) in Dominica is a unique and challenging task for two reasons. First, although many development plans have been prepared for Dominica, the people of the country have not been engaged in an organized or systematic way in the preparation or implementation of these plans. Second, although many of these plans have targeted sectoral needs, there have been very few attempts at consolidating the country's response to these needs into one holistic national development plan (Martin, 2002).

According to Altherton Martin of the Development Institute of Dominica (2002), the Planning Framework of the IDP does four new and different things. The values and vision of the people are treated as key determinants of the direction and strategy for national development, and as such, the IDP Framework reflects the priority issues as determined by the stakeholders themselves. The IDP requires mechanisms for ongoing stakeholder involvement in the preparation of the plan, definition of programs and projects, implementation of associated actions and in the review of performance for possible corrective action. The Framework encourages stakeholders to shift from a paradigm that is focused on narrow local, institutional or sectoral issues to an approach to development planning and implementation that is cross-cutting and takes national issues and priorities

into account. The resulting Plan is expected to influence the nature of public expenditure and transparency of expenditure controls at all levels of the economy.

The Institute believes that IDP has the capacity to release the unexplored planning potential of the people of Dominica and to present new and creative arrangements among sectors and stakeholders that can respond to the development challenges facing the country. The expectation is that this Framework will: capture the emerging vision of the people; reflect the values that shape that vision; identify the key issues facing the people; and focus on areas for priority action at the local household and community level, the enterprise and sector levels as well as the inter-sector, national and regional levels.

Martin (2002) also believes that as a Planning Process, the IDP facilitates the direct engagement of people of all sectors, (Public Sector, Private Sector and Civil Society) as stakeholders in the nation's business, continuously performing the following functions; determining the priorities among these issues; defining their vision for Dominica; proposing measures (institutional, operational, legal, constitutional) for addressing these issues; proposing measures for formalizing and institutionalizing a participatory approach to planning for national development; becoming involved in the design and implementation of the programs and projects; staying involved in the monitoring, review and evaluation of the activities.

### **2.2.2 Refocusing on development initiatives**

The Development Institute has already pointed out some major actions required for the implementation of both the IDP process and IDP projects. These are:

- endorsement of the IDP process (essentially commitment and action) by the political directorate and its potential successors;
- reflection of the IDP target goals in the project,

- Involvement of stakeholders in the composition of the national budget (more appropriately in a medium-term public expenditure framework). understanding by Sectoral Ministries of how the IDP process can enhance their effectiveness,
- Commitment of senior civil servants to inter-Ministerial cooperation along the lines of crosscutting issues,
- acceptance of accountability and evaluation of Ministry performance as instruments for improving the quality of services and service delivery systems, involvement of Parliament in a broad-based (non-partisan) support of the legislative framework for implementing the IDP process, understanding by all stakeholders of the role of paradigms in shaping how we view our problems and solutions (Martin: 2002).

Donor support for this process is of course essential. It can be concluded so far that what is needed is: alignment of donor support to serve the national development goals expressed in an IDP; technical assistance in the preparation and implementation of IDP programmes such as:

- Strengthening data systems; building financial management capacity and accountability;
- Respect for leadership and responsibility in determining the design, contents and implementation of our programme;
- Sharing information of their staff assessment; sharing experience from other countries;
- Aligning financial disbursement modalities and policy conditionality to strengthen the IDP implementation process and assisting to overcome institutional and human resource constraints. The IDP process has begun to provide the signature of an IDP project. This includes:
  - Clearly defined commitments,
  - Responsibilities and benefits to stakeholders;

- Capacity of various stakeholders to capture benefits from programs; government Policy that serves not only as a guide to expected behaviour but also as a definition of target objectives;
- The cross cutting approach that follows the potential impact trail; project implementation through all different levels of Governance (Martin: 2002).

### **2.2.3 The strategic vision of the IDP in Dominica Islands**

According to Martin (2002), of the Development Institute as, a national development Plan, the IDP will require coordination of missions and pricing policies of the major corporate structures with State ownership (partial and total). It will be incumbent on all these institutions to re-examine their operational policies and see whether their contributions to their mission goals can be enhanced through collaborative efforts with either local or regional partners. This may be particularly true for; State Enterprises; Utilities with state participation; Financial institutions with state participation; Indigenous financial institutions; Service delivery mechanisms in the social sector Ministries. It is also evident that the following Ministries/Departments will have to re-formulate their approaches (mission statements) along clearer policy lines in order to improve on their capacity to make a positive impact on economic activity: Finance; Planning; Public Works; Communications; Agriculture; Industry/ Tourism and Enterprise Development.

The Development Institute also expects to see some measures to distribute some level of public expenditure responsibility to other levels of Government. These may take the form of financial transfers: category transfers to provide the minimum level of services in health and education, with the participation of NGOs and CBOs (Community Based Organizations) in delivery, monitoring and evaluation, Equalizing grants to address resource endowment differences among different communities, and Project specific grants to support communities in implementing their local development plans.

Also it is expected to see new fiscal liabilities that were not there before. These will arise from the particular circumstances as Government takes responsibilities for social recovery

strategies (in banana/agriculture), social investment activities and disaster-mitigation plans to address the three vulnerability issues (external economic shocks, climate change and potential threat of volcanic activity) (Martin: 2002).

#### **2.2.4 Strategies for Economic Recovery and Growth**

The Institute also states that Dominica Island has expressed very clearly to stakeholders when it comes to what needs to be done to get the economy moving again. These models are not exclusive of each other and can be pursued simultaneously.

##### **Export Growth Model**

*Increase Export Earnings → Investment Funds → Capital formation expenditures → Employment → Growth*; this strategy would seek, among other things, to:

- Stabilize banana export earnings at EC\$25 million with the participation of 1200 growers and yields approaching 8 tons per acre;
- Broaden the participation of income earners in the tourism industry (opportunities for agriculture, agro-forestry; music/entertainment and sports)
- Build on investment initiatives identified by “regional” development committees (e.g. South-West Tourism Development Committee) comprising local area private sector members, civil society organizations and local government in local area planning, and
- Spur capital formation expenditures at a broad level of society (Martin: 2002).

#### **2.2.5 Social recovery and Growth Model**

The Development Institute researcher Martin (2002) also argues that the rural economy is more than agriculture. It encompasses all of the opportunities for creating income and wealth in a land-based environment. These opportunities have a supply side, which includes the provision of infrastructural services, which support production and employment, as well as the provision of education and health services, which support the human resource component. There is also a demand side which is fueled by family

incomes, need for input services, household products. But this demand side is currently tempered by perception of personal risks, low productivity of assets, age of head of households, availability of services and an inability to capture benefits from the available services.

This strategy puts heavy emphasis on rebuilding the level of effective demand in the rural economy. It seeks to do so by utilizing the Social recovery programmes in the banana growing areas as a springboard for rebuilding economic activity in the rural economy. These programmes as recommended, fall into three categories. The Social Recovery Fund is expected to provide an immediate response to direct poverty needs, addressing social vulnerability at the community level and increasing income-earning opportunities.

The projects will be executed by the Fund itself as well as through grants to the ministry of health & social security, ministry of community development & woman affairs, village councils, area-wide development committees and the new banana corporation.

Pro-Growth Initiatives of the Social Recovery Strategy are aimed at stimulating economic growth initiatives in the communities, which have been hard hit by the continuing crisis in the banana industry. These initiatives are designed as the first step in seeking broad-based participation in stopping the continued decline in social and economic well being in these communities. These funds will be made available to finance (partially or totally) projects, which promote small agri-input supplies industry, train persons for rural-based tourism industries and promote area-wide development committees along the model of the South-East Tourism Development Committee. Social Investment Fund will comprise a series of medium-term policy and programme objectives, which are being recommended in order to institutionalize the strategy in a manner that continues to include the full participation of stakeholders not only as recipients but also as co-determinants of the contents of the strategy. Social Investment Fund should be financed by an entitlement of 10% of the value of the combined budget allocations to Health, Education and Community Development each year (Martin, 2002).

### **2.2.6 Public participation**

Martin (2002) argues that although many development plans have been prepared for Dominica and are the subject of an equal number of Reports, the people of the country appear not to have been engaged in the preparation or implementation of these plans. Second, although many plans have targeted sector needs, there have been few attempts at consolidating the country's response to these needs into one holistic national development plan. This present exercise seeks to change that (The Development Institute; 2002: 4). The interaction with over 600 stakeholders in community meetings, surveys and workshops points to a vision of their participation which is strategic to the successful implementation of an IDP process.

Martin further argue that the Strategic Vision sees a Public Sector which knows how to involve the Private sector and Civil Society in active partnership in formulating a Medium-Term Public Expenditure Framework, utilizes the mechanism of the Public Accounts Committee and creates its own reporting mechanism to demonstrate transparency and accountability in the discharge of public business, reorganizes career development in the Service leading to higher skilled, better paid but a smaller staffed civil service and can effectively network among departments in different Ministries in a comprehensive response to crosscutting issues.

The successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the Private Sector which sees it actively involved in deciding the elements of a Medium-Term Public Expenditure Framework from which the annual budgets can be determined. The Strategic Vision for Civil Society would require those NGOs, CBOs and other major units in Civil Society to continuously: strengthen their organizational capacity to share information and mobilize their membership to capture the benefits of economic programmes, within their area of competence, participate in the delivery of health and social security services to targeted communities, participate in the in the management and maintenance of educational facilities, introduce relevant content

in the educational and training (human resource development) curricula, organize local area development committee to make an inventory of available skills and resources in the local area, initiate locally based activities in agriculture, nutrition, land-resource management (forestry and watershed area) and rural based tourism, provide assistance through professional associations (architects, planners, engineers), to support local government in: Improving their community service activities and Develop initiatives to attract more businesses to their communities.

Finally the Strategic Vision of the IDP includes constitutional change in which the size of Parliament as an institution of peoples' representation is reduced to more manageable proportions, and stronger vertical linkages are established between different levels of representation including: social and community organization, village council representation, regional development committees and national representation (Martin: 2002).

According to Hulst, van Montfort, Haveri, Airaksinen and Kelly (EGPD, 2007:8-9); researchers of the European Group on Public Administration since the 1950s, local governments in Western European countries play a prominent part in the provision of public services. Over the years, growing economies of scale, more demanding publics, globalisation and European integration have put local government under pressure to produce higher value public services at lower costs. One of the strategies that local governments, especially the smaller communities, apply to cope with this difficult task is inter-municipal cooperation. The joint provision of public services creates economies of scale and scope and thus offers possibilities to overcome scale-related production obstacles, to meet the rising expectations of citizens and to achieve cost-efficiencies.

Nowadays, inter-municipal cooperation with respect to the provision of public services is a widespread phenomenon throughout Europe. Waste disposal, water provision, social (security) services, fire brigades and emergency services, public transport, environmental protection, public health and education constitute the policy sectors where local



governments frequently cooperate. Ahmad, Devarajan, Khemani and Shah, researchers of the World Bank (2005, 8-9) argue that for effective accelerated municipal service delivery, local government should follow ways such as, firstly, long-term financing is necessary given the lumpiness of public expenditures for infrastructure services and the inefficiency of relying on pay-as-you-go schemes. Without access to long-term finance, investment in infrastructure may be sub optimal. Secondly, infrastructure investments benefit future generations, so equity requires that future generations should also bear the cost of financing. Financial markets offer this inter-temporal linkage. Thirdly, financial markets play an important role in signalling the performance of regional and local governments. Providing access to capital markets on the debt side can further strengthen the accountability created for sub national governments on the fiscal side by providing an own-revenue base. In fact, the implicit threat that poor policy management and service delivery may force local policymakers to raise own-taxes, or pay higher borrowing costs, are important incentives in ensuring that service delivery is managed efficiently (Ahmad et al., 2005:8-10).

Another recommendation from World Bank researchers (Ahmad et al., 2005) is that decentralization improves outcomes to the extent that physical proximity increases voter information, participation, and monitoring of performance, and to the extent that narrowing the scope of responsibilities of each tier of government decision makers reduces their ability to shirk some responsibilities by performing better on others. But in order to fully analyse the question of whether locally elected governments have better incentives for service delivery, local government must begin with the question of why *any* level of democratic government in developing countries, where politicians presumably depend upon support from the majority of poor people, fails to provide the basic social services from which poor people benefit.

Voters may be better informed about the quality and availability of local public goods because of greater physical proximity, or more focused on using this information in voting decisions because of the narrower range of responsibilities for which to hold their

representatives responsible. There are two ideas here, one that information is easier to come by at local levels and that participation and monitoring by voters is less costly. The other is that if voters care about multiple issues a sub-set of which is decentralized to local levels, then they will be better able to hold each tier of government accountable for their respective responsibilities. For example, if voters care deeply about both education and national defence, national government decision makers can more easily remain in office by doing well on the latter and under-performing on the former. Decentralizing responsibility for education to a lower level government allows voters to hold one set of officials strictly accountable for education and the upper tier strictly accountable for defence (Ahmad et al., 2005).

The most frequently cited problem is the lack of capacity at sub-national levels of government to exercise responsibility for public services. In Uganda and Tanzania, the lower tiers of government lacked the ability to manage public finances and maintain proper accounting procedures. Since these were a requirement for transferring money to the lower tiers, they actually received less money than before decentralization. In Uganda, spending on primary health care fell from 33 percent to 16 percent during decentralization (Akin, Hutchinson and Strump, 2001).

In Ethiopia, where decentralization goes down to the third tier, some levels lack enough people who can read and write to operate the district governments. Alongside fiscal and financial resources and autonomy, a key issue facing sub-national governments is the access to staff and human resources. Decentralized service delivery is difficult when sub-national governments lack skills and institutional capacity. More often than not, administrative decentralization claims far less attention than political and fiscal factors, with decentralization proceeding without explicit staffing strategies or public administration reform. Administrative devolution is inevitably drawn out, often falling behind political and fiscal decentralization. Political and fiscal evolution may have proceeded apace, but administrative changes may only approximate de-concentration (local service providers continue to be full employees of upper-tier government) or

delegation (local government has only limited ability to hire and fire providers) (Ahmad, Devarajan, Khemani and Shah, 2005, 8-10).

### **2.3 International perspective on Integrated Development Planning**

In Europe integrated development planning is proposed to assess the current and future development of a city. Such an integrated city planning tool aims at assessing the social-cultural, economic, and environmental consequences of urban policies. It allows for a systematic analysis of the interactions among social-cultural, economic, and environmental developments, which enables specifying the mutual dependence of city planning and societal trends at the strategic and operational level. This city-planning tool may be helpful in developing long-term, integrated visions for sustainable city planning. It is generic, which means that it can be applied to any kind of city in Europe. At present the integrated city-planning framework is in development for the city of Maastricht (Rotmans, 2000).

The integrated city approach not only focuses on the product side, but it is also process-oriented. The principal objective of traditional urban planners has been the orderly development of the urban environment, where the proximate goals of the plan are derived from standards that supposedly measure desirable arrangements. In the past decade, however, the conviction has grown that the traditional way of planning has to be changed to a more “process” route, exploring the communicative dimensions of collectively debating and deciding on matters of collective concern. Such a process route is nowadays characterized as a participatory process, which is an umbrella term describing approaches in which a variety of stakeholders, such as policy people, business people, NGO-people and citizens, play an active role. As will be explained below, the basic idea is to develop the integrated city-planning tool as part of such a participatory process (Rotmans, 2000). In British the Virgin Islands, the successful implementation of integrated development planning in their context meant elimination of the disparities in economic progress across districts and in the provision of supportive activities such as competitiveness and business development, human resources development and infrastructure services (O’Neal, 2000:8).

O' Neal (2000:8) says that in the past there had been many isolated attempts at improving the economic, social and environmental situation of the British Virgin Islands through development planning initiatives concentrated mostly on economic planning. Although a recognizable level of success is conceded, there have been obvious shortcomings. There has been no agreed strategic framework or clear targets and indicators against which progress could be measured. There has been a fragmentation of policy and a proliferation of initiatives that have been loosely co-ordinated, sometimes contradictory, and often distracting. A wide range of public, private and voluntary bodies, a potentially powerful partnership, has been prevented from applying the critical mass of effort and resources to achieve real and lasting change. The full resources of the community were not brought to bear on the decision-making process and the planning efforts did not directly contribute to the deepening of democracy.

There was no full partnership involvement in the preparation and implementation of the development strategy. There were no arrangements whereby the purpose and effect of relevant national policies and programmes were considered as a coherent whole and dovetailed with sectoral strategies across the British Virgin Islands. To address this situation the Virgin Islands turned to integrated development planning and the formulation of a National Integrated Development Strategy. The basis of the National Integrated Development Strategy is to create a different kind of society in which people are the subject of their development. The passive and active social advocacy targeted the building of a society without the pitfalls seen in neighbouring countries. The desire for a different type of community grew in part out of the awareness of the benefits of a better balance between economic gains and social cohesiveness. The essence of the local advocacy effort was the building of communities around people's needs, and the integrated approach was promoted as the most viable mechanism (O'Neal, 2000:8).

According to O'Neal (2000) IDP, in the British Virgin Islands was adopted as a strategy to accelerate and improve public service delivery through the initiatives arising out of the

National Integrated Development Strategy process centred around increased public participation, extension of the consultative process and increased effectiveness and efficiency in the delivery of public services. Increased public participation is featured in the relationship with the business community, the non-governmental organization community and individual citizens. A public consultation process designed to validate the committees' findings and to add new information succeeded in the preparation of sector papers outlining the basic situation. A further purpose of the consultation was to discover or confirm issues and their magnitude.

To finally confirm the issues and constraints, a two-day retreat with the key players in the research and public consultations allowed them to proceed to the development of strategies. However, before developing the strategies, a number of planning assumptions were made. The public consultation process continued leading up to the preparation of strategies and policies. Without the benefit of public consultation via media, meetings and television, another national retreat was held to develop policies and strategies. The planning process continued with the development of performance targets and indicators to inform about the impact on the lives of the people. In other words, in order to measure the success of NIDS it was necessary to design measurement variables (O' Neal, 2000:25).

Other recommendations from O'Neal are that monitoring and evaluations are part of a cycle. It will be undertaken at two levels, through monthly, quarterly, and annual progress reports. Basically, it will examine and review the monitoring indicators to establish or verify cause-and-effect relationships. In particular, evaluation determines whether the intended benefits are realized, and assesses the distribution of those benefits. To ensure the successful implementation of IDPs and to generate efficiency and effectiveness in the delivery government services, the PSDP has been developed as a Strategic Management Framework to establish the link to strategic planning and policy development with Operational Planning and Budgeting. To support the implementation of the Strategic Management Framework there is a suitable Governance Framework to define the agreed

roles and responsibilities of Ministers and High Level Bureaucrats in developing and implementing Strategic Plans Policies

The IDP, in aiming to increase the productivity of the public service and quality of services delivered to customers, identifies the processes in the various ministries and departments, re-defines job functions, scopes, responsibilities and mandates, provides new skilled and capacitated staffing levels and types, sets departmental standards of service and ensures that the public service is competent to implement the policies of the leadership (O'Neal, 2000:23).

#### **2.4. Legal framework on local government service delivery in South Africa**

Section D of the White Paper on Local Government (1998) motivates for a system of district government with responsibility for district-wide integrated development planning, infrastructure development, the provision of technical assistance to category (B) municipalities, and the direct provision of some municipal services in areas where category (B) municipalities lack the capacity to perform all municipal functions.

The second section of this White Paper, Developmental Local Government, puts forward a vision of a developmental local government, which centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives. It discusses four characteristics of developmental local government, namely exercising municipal powers and functions in a manner which maximizes their impact on social development and economic growth; playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area; democratizing development; and building social capital through providing community leadership and vision, and seeking to empower marginalized and excluded groups within the community. Chapter 10 section 157 (a) of the constitution of the Republic of South Africa states that a municipality must structure and manage its administration, and budgeting and planning processes to give priority to

the basic needs of the community, to promote the social and economic development of the community and to participate in national and provincial development programmes.

## **2.5 Service delivery in South Africa**

Researchers such as Powell (2009) and Friedman (2009) state that the general feeling in the service delivery protests is that political leadership lacks responsiveness to issues raised by communities, is incompetent, prone to corruption and with high a degree of disregard for the communities. The other contributing factor is that ward committees are not fully operational, resulting in poor communication with communities. Ward committees have been the focus of considerable attention by government as well as civil society, with substantial investment already made in an attempt to ensure that these structures have the necessary capacity and resources required for them to fulfil their envisaged roles as the voices of communities. At the same time, questions that are often asked is how effective these institutions are; whether they are useful conduits for community involvement in local governance; whether, as created space for public participation, they are inherently capable of playing the critical role expected of them; and whether they create opportunities for real power-sharing between municipalities and citizen (Powell, 2009 & Friedman, 2009).

According to local government unit (2009), the mention of ward committees typically solicits quite negative views. Communities appear to be critical of ward committees, arguing that ward committees are not functioning as intended. Moreover, ward committees are usually viewed as highly partisan structures aligned to party political agendas.

These protests mirror the crisis of local democracy. It is the nature of local democracy that needs to change. There is a strong view that “in a democracy, the government should listen to the people, do what the majority asks, if that is possible, and, where it is not, to work with citizens to ensure that what is done is as close to what they want as it can be”. The present developmental local government model is premised on recognition of the

primacy of linkages between development, service delivery and local citizen participation, defined as the organized effort to increase control over resources and regulative institutions by groups and movements excluded from such control (Friedman, 2009).

It is widely felt that the decisions in South Africa do not respond adequately to the needs and values of the communities, especially the poor and disadvantaged sectors of the community. As a result, planning including the budgets and IDPs has not sufficiently been reflective of the needs of the community. This is a contradiction to local government legislative framework underpinning local governance, and the popular belief that some form of stakeholder involvement in decision-making is necessary in planning of issues that affect people's lives. Protesters are adamant that for as long as government officials continue to assume that a mandate at the polls gives them a mandate to act in a unilateral and top-down manner these protests will continue. This approach undermines public participation, which is intrinsic to the core meaning of democracy. According to Powell it is estimated that only 3% of the national population has actually participated in IDP processes (Friedman, 2009).

The Municipal Finance Management Act requires municipalities to take reasonable steps to ensure that the resources of the municipality are used effectively, efficiently and economically. Good financial management is the key to local delivery. It is quite disturbing to note that most municipalities are generally associated with the worst form of financial management. Corruption, financial mismanagement and non-compliance with financial legislation are common in most municipalities. Consequently, this results in poor performance, thus the delivery of social services is compromised (Act No: 56-2003).

In his 2003/04 report for Local Government financing published in March 2004 the Auditor-General of South Africa noted that the basis of income generation might not provide sufficient funds for delivering the services expected of municipalities. This means that sustainability of service provision by local government has to be called into question. In this regard, the financial viability of the impoverished municipalities needs some

consideration. These municipalities cannot perform their functions due to fiscal distress. These municipalities do not have extensive powers to raise their own revenues through property and business taxes and to impose fees for services. Furthermore such municipalities are too overburdened to deliver. The State of Local Government in South Africa Report, 2009 admits that the national government may have created expectations that local government cannot fulfil, or placed a burden on municipalities that perhaps only the strongest amongst them can carry. This is the reality for local and district municipalities, which largely depend on municipal grants and equitable share (The state of Local government in South Africa Report, 2009).

Powell states that municipalities with weak a revenue base cannot survive on the current municipal infrastructure grant and equitable share funding allocations to fulfill their mandate. Such allocations are insufficient to ensure universal access to small municipalities to eradicate backlogs. Thus municipalities with financial limitations cannot translate their IDPs to workable socioeconomic programmes. The State of Local Government in South Africa Report further notes that the distribution of the equitable share always favours metros over local municipalities and that the national government has failed to devised a sustainable strategy for supporting municipalities that are inherently different and confronting unique problems that are linked to their location in a distorted spatial economy (Powell, 2009).

Finally, the other factor that undermines the performance of municipalities is the availability and shortage of the required skills. The State of Local Government in South Africa Report 2009, points out that skills deficit within municipalities remains a major challenge. A significant number of municipalities do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people. This situation is exacerbated by the decline of municipal professionals and poor linkages between local government and the tertiary education sector. As a result these municipalities cannot meet their required performance standards hence impacting adversely on the delivery of services (Local Government Unit, 2009)

## 2.6 Public participation in South Africa

In terms of the constitution of South Africa (1996: section 59(2)), South African legislatures may not exclude the public and media, unless it is reasonable and justifiable to do so in an open and democratic society. As the 2001 local Government White Paper<sup>1</sup> states: Strong Local Leadership – Quality Public Services emphasizes, ongoing public participation - at local elections and between - is vital to enhance the democratic legitimacy of local government, the development of community leadership and in improving service delivery.

David's (2005: 19-29) defines public participation as an inclusive process aimed at deepening democracy through formal participatory mechanisms. He argues that authentic public participation should entail participation in decision –making, implementation, monitoring and evaluation, as well as in sharing the benefits of governance and development outputs and outcomes. On the same line Creighton (2005:7), defines public participation as the process by which public concerns, needs and values are incorporated into governmental and corporate decision-making. It is two-way communication and interaction, with the overall goal of better decisions that are supported by the public.

Junior researcher of the Institute for Security Studies, Selebalo (2011) argues that as a platform for public participation, Parliament should lead the way in taking forward the concept of public participation with more rigour in 2011. At present the institution's efforts appear to have stagnated.

Public participation is imperative in facilitating Parliament's role of oversight within the Executive – it allows citizens to put into practice their Constitutional right in holding government departments and parastatals accountable for their actions. This means that Parliamentary committees need to inform the public of the outcomes of their oversight visits, take into consideration input from the public about any discrepancies within their

constituencies and ensure that civil servants responsible for mismanagement and corruption are held to account. Numerous challenges exist in terms of public expenditure (including qualified audits by the Auditor General and chronic under and over spending in some instances) with Ministers often reluctant to disclose or unable to explain how funds have been spent within their departments. One example is Minister of Defence, Lindiwe Sisulu, who was recently rebuked for her non-attendance at committee hearings with the Standing Committee on Public Accounts, to clarify the dire state of her department's finances (Selebalo, 2011).

### **2.6.1 Challenges of public participation in South Africa**

Selebalo (2011) further argues that the primary factors that hinder the effectiveness of initiatives are the socio-economic conditions of a large proportion of South Africans, and the manner in which these initiatives are implemented. Disadvantaged communities are often marginalized from decision-making processes due to various factors such as, time constraints, limited access to the media, and lack of education.

In terms of socio-economic factors, time plays a crucial role in the lack of public involvement in parliamentary processes. As the Report of the Independent Panel Assessment of Parliament states, time is an important cost to poorer sections of the population, especially to women and those who are employed. Onerous time obligations preclude active participation in anything beyond basic survival and the maintenance of livelihood. This situation is further exacerbated by the institution's inability to provide sufficient time to allow the public to prepare oral and written submissions- often providing them with three weeks or less- which affects their capacity to make significant inputs in any legislative process (Selebalo, 2011). In some instances it is perceived that the public is deliberately excluded from the legislative process by Parliament. Out of exasperation, civil society organizations and ordinary members of the public turn to the Constitutional Court for remedy, where laws are passed without thorough public consultation. An example of this is the 2004

Communal Land Rights Act. In this case four rural communities argued that not only had they been excluded from the law-making process, but that the outcome was unconstitutional.

Limited access to the media has also impacted negatively on some communities' ability to access information regarding Parliament. Rural communities are in dire need of information regarding their rights and any new legislation that could have an impact on their lives. Accessibility to resources, such as the internet, remains limited. The situation is further aggravated by the fact that parliamentary events, such as public hearings, are often poorly advertised, once again, leaving insufficient time to allow public participation.

While it is evident that Parliament has made attempts to contribute in creating a Parliament for the People, these initiatives become meaningless if there is no will from parliamentarians to enhance public participation through active example. This is exemplified by Members of Parliament visiting their constituencies, but not sharing the feedback with the relevant government departments. There are several issues in terms of implementation that need to be examined in order to make these effective. Parliament should strengthen these initiatives to ensure broader public participation if it is to play a meaningful role in promoting accountability (Selebalo, 2011).

## **2.7 Employee capacity and skills in local government**

The economic rationale behind this argument is that managerial and planning skills are part of the "technology" by which local governments provide public goods and respond to local needs. Moreover, these capacities are relatively fixed in the short term, because local governments need time to learn, acquire experience or recruit skilled personnel. In this view, local governments are constrained not only by financial resources but also by their human capital and expertise endowments.

According to the June 2011 media statement of the Auditor General (Nombembe) in Kimberly, recruitment of skilled permanent staff to manage the financial process and prepare the financial statements, and the establishing and strengthening of shared governance structures such as internal audit and audit committees will complement the leadership's monitoring role. Nombembe (2011) highlighted that Twenty-one municipalities had findings relating to reporting on performance against predetermined objectives. The findings on non-compliance (91%) and usefulness (88%) of reporting on predetermined objectives remained high, as the leadership of most municipalities does not have officials delegated to manage and report on predetermined objectives. Steyn of the Institute of Corporate Citizenship in UNISA highlights that meaningful and strong public-private partnerships are needed at a municipal level to improve the rural infrastructure in South Africa. For infrastructure development to be successful highly skilled and experienced people are needed. The number of engineers working in the public sector has dropped from 40% in 1980 to just 15% today.

However, the good news is that these people haven't left the country; they have just moved into the private sector she says .Dr Steyn (2010) points out that this means the private sector has the high level of capacity and skills needed to support infrastructural development in rural areas. Municipalities throughout the country are battling to cope with the operational and technical risks needed to keep the country's infrastructure running and extend it too. Steyn says that 61% of municipality staff is at Grade Six level which means that they lack the senior level of human skills to deliver on their mandate.

This, together with the deluge of laws governing infrastructure development places a complex demand on municipalities she says. The maintenance of infrastructure includes roads, bridges, civil engineering, water supplies and electricity – all fundamental aspects of property ownership (Steyn, 2010).

## **2.8 Economic growth in South Africa**

South Africa has a two-tiered economy; one rivaling other developed countries and the other with only the most basic infrastructure. It therefore is a productive and industrialized economy that exhibits many characteristics associated with developing countries, including a division of labour between formal and informal sectors, and uneven distribution of wealth and income. The formal sector, based on mining, manufacturing, services, and agriculture, is well developed.

The transition to a democratic, non-racial government, begun in early 1990, stimulated a debate on the direction of economic policies to achieve sustained economic growth while at the same time redressing the socio-economic disparities created by apartheid. After 1994 programs such as GEAR, ASGISA, RDP and LED, which will be discussed later in this chapter, were put into place to develop the South African economy (Finance and Investment Committee, 2005).

Since democracy, South Africa's economy has been subject to a process of structural transformation. Policies seeking to promote domestic competitiveness, growth and employment and increase the outward orientation of the economy have been implemented. Government has also embarked on a programme of fiscal reform to restructure government expenditure towards social services that will contribute to a better quality of life for all South Africans. In South Africa; the central bank maintains its independence from government. The bank has embarked on a programme of inflation targeting, which has had positive outcomes; the real interest rate has stabilized and the currency is able to fluctuate at competitive levels. Business confidence now stands at a 13-year high, having followed a cyclical upswing since the political reforms of 1994. All key macroeconomic indicators have improved over the past decade and, since 1994, South Africa has experienced a surge in the registration of new businesses (Finance and Investment committee, 2005).

Although the South African economy compared to pre democracy has been much improved, the economic growth is plagued by challenges such as bottlenecks and backlogs in logistics, energy infrastructure and skills, which constrains economic growth and raises costs, low domestic savings and inadequate levels of investment in the productive sector of the economy, economic concentration and price collusion in key parts of the economy which raises costs and limits innovation and new enterprise development, an uncompetitive currency that limits employment growth in manufacturing, mining, agriculture and tourism and a persistent balance-of-trade deficit funded with short-term capital inflows attracted largely by high interest rates by international standards (Finance and Investment Committee,2005).

## **2.9 Strategies, plans, policies and Laws to accelerate service delivery, poverty alleviation and Economic Development in South Africa adopted prior to IDP**

### **2.9.1 The Reconstruction and Development Programmed (RDP)**

Since 1994, the South African government has provided regulations, policies and laws for integrated and coherent socio-economic progress primarily based on and stemming from the Reconstruction and Development Programme (RDP) (RSA, 1994). These efforts were initiated to effectively address the challenges of poverty and inequality. The basic principles of the RDP, according to the White Paper (1998), are based on integration and sustainability, a people-driven process, peace and security, nation building, meeting basic needs and building infrastructure. The intention of the RDP was to act as a mechanism that would bring about a people-centred society. The progress of the RDP was to be measured by the extent to which it succeeded in securing social development, prosperity and liberty in the lives of the people. This progress, in turn, would be evident through people meeting their basic needs and through the building of infrastructure (Marais, 1998).

However, the RDP was plagued by serious challenges in its first two years before its ministry was finally closed in 1996. The major problem was that the country was not able to tackle the challenge of unemployment sufficiently (RSA, 1996). Adedeji (1996) also confirms that the failure of the RDP to produce the number of jobs required to put South Africa on its feet, coupled with insufficient domestic savings and increasing pressures from international bodies and organizations, were apparent signals to economic policy makers that they should reform the macro-economic framework of the national economy as a means of staving off further economic decline.

### **2.9.2 The Growth, Employment and Redistribution Strategy (GEAR)**

A macro-economic strategy known as the Growth, Employment and Redistribution (GEAR) strategy was commissioned in December 1995 and released by Mr. Trevor Manuel in June 1996 (SA Minister of Finance, 1996[a]). GEAR was seen as the ANC's reinterpretation of policy in response to pressures from the international economy (Stewart, 1997). GEAR has since effectively replaced the RDP as the economic policy used by the national government to promote economic growth (Rogerson, 2000). Amongst GEAR's objectives was the creation of a competitive, fast-growing economy capable of supplying sufficient jobs for all work seekers (RSA, 1996). It was envisaged at its inception that GEAR would be able to create 400 000 jobs and produce GDP growth of 6% annually by the year 2000 (RSA, 1996). However it should be noted that these expectations did not come to fulfilment and to a large extent the genesis of an economically prosperous nation is still awaited.

The failure of GEAR has exacerbated local economic crises. As a result of the adaptation of a neo-liberal framework and its subsequent failure to attract intended amounts of foreign investment and contribute to poverty alleviation and to a wider transformation, South Africa has since been faced with the problem of de-industrialization and the shrinking of employment in the formal sector (Bhorat, 2004). The need for improved

standards of living and access to better infrastructure which are seen as crucial issues in addressing poverty have necessitated the introduction of Integrated Development Planning (IDP) by municipalities which encompasses all the activities of local government. This has required putting in place necessary infrastructural projects to help address poverty at the local level

### **2.9.3 Local Economic Development (LED)**

According to Nel (2000), LED in South Africa has been practiced in South African cities since the 1900's. Their efforts were mainly focused towards industrial development. Interest in LED grew since 1990. Some impressive results were recorded by LED at the micro level although a shortage of skills, limited number of non-governmental organizations (NGO's), resource constraints, lack of strategic guidance, facilitation and role models impede its application (Nel, 2000:153).

The National Framework for LED in South Africa aims to support the development of sustainable local economies through integrated government action. This government action is developmental and stimulates the heart of the economy which comprises those enterprises that operate in local municipal spaces. The framework is underpinned by an appreciation of the evolving practice of LED internationally and is based on the unique South African context and challenges (Pretorius & Blaauw, 2005).

The precise scope of LED has been the subject of much contested debate. Most analysts view it as a process in which partnership is forged between local government, the private sector and the community based groups to create jobs, manage existing resources and stimulate the economy of a well defined territory (Helmising, 2001a; 2002 b). The World Bank (2003:1) expresses the view that LED's purpose is to build the economic capacity of a local area to improve its economic future and quality of life for all. Tomlinson (2003) reveals that there are differences of opinions between government departments as to what local development should focus on. Hindson (2003) and Gibb (2004) revealed that some

local stakeholders consider local development to be a process whereby the local business environment would be strengthened through improved access to credit and tax incentives, while others claimed that it should focus on sustainable livelihood, service delivery and poverty alleviation. However the department of trade and industry agrees with the first point of view and supports business and job creation while the department of provincial and local government stresses the need to focus on the idea of pro-poor development (Tomlinson, 2003).

The South African Department of Provincial and Local Government (DPLG) drafted an important LED framework policy document, entitled 'Refocusing development on the poor' in 2002. This document presented a case promoting pro-poor development, which would explicitly target low-income communities and the marginalized (DPLG, 2002). The DPLG identified six developmental LED strategies for support. It includes community based economic services, leak plugging in the local economy and retaining and expanding local economic activities (Rogerson, 2004). This document offered a potential national framework for LED activity by municipalities, which could be wedded to a strong pro-poor focus in terms of sustaining a developmental approach to their local economies (Bond, 2003; & Rogerson, 2004).

#### **2.9.4 Accelerated and Shared Growth Initiative of South Africa (ASGISA).**

According to Baker (2006), ASGISA has been described variously by ministers, officials, the president and his deputy as not being a comprehensive development strategy, macroeconomic policy or all encompassing industrial policy. They have preferred to refer to ASGISA as being a limited and specific set of initiatives that will help spur rapid "shared" growth in South Africa. The overriding objectives of this policy are; to half unemployment and poverty by the year 2014, to achieve growth targets of 4,5% or more for 2005- 2009 and the magical 6% for 2010- 2014 and lastly to create equitable growth (a moot point from the first objective).

Baker (2006) states that this policy in many ways is not new and this is evidenced in the policy instruments for the achievement of its objectives. Many of these instruments are not new (e.g. preferential procurement, EPWP, target sectors such as tourism). ASGISA serves to put them under a particular framework with certain amendments where necessary so as to expedite the achievement of its objectives. ASGISA has two broad strands that are interconnected in that in some instances they are not mutually exclusive. The first relates to economic growth and the second is geared towards unemployment and poverty reduction. These two strands are consistent with the objectives of ASGISA, namely; economic growth and equitable sharing of that growth. With regards to economic growth ASGISA utilizes a number of instruments to trigger the growth levels that will help reach the policy's growth targets.

The South African NGO coalition (SANGOCO, 2006) argues that ASGISA also aims to spur economic growth through key targeted sectors that have been identified not only for their growth potential but also for their high "sharing" possibilities. Two sectors have been identified for immediate implementation of ASGISA interventions and initiatives (to start from the second half of 2006); these are Tourism and Business Process Outsourcing (e.g. call centres). Other possible sectors that could be incorporated into this feature of ASGISA are; bio-fuels, chemicals, agriculture, agro- processing, the creative sectors, metals and metallurgy. Provinces were requested by national policy makers to submit business plans for eight special projects that would fulfil both the growth and equity criteria of ASGISA. The eight possible projects would then be scrutinized for viability and applicability to ASGISA and be chosen accordingly (SANGOCO, 2006)

Organizations such as SANGOCO (2006) and DPLG (2009) agree that skills shortages have long been a contributory factor in the stagnation in growth of the economy. Furthermore, structural unemployment (the possession of non- priority skills by the unemployed) impedes unemployment and poverty reduction. ASGISA tackles the skills issue by isolating and focusing on skills that are in demand, prioritizing scarce skills and finding solutions to skills shortages. The leading institution in this regard is the newly

(created in March) formed Joint Initiative for Priority Skills Acquisition (Jipsa). As much as education / skills development issues are relevant to economic growth they also pertain- as earlier stated- to the unemployment and poverty reduction facet of ASGISA. Education / skills development is only one way ASGISA's second economy interventions are to be actualized. The policy places a premium on a number of areas for second economy interventions (SANGOCO 2006; DPLG, 2009).

### **2.9.5 Municipal service partnership**

South Africa is facing daunting challenges for municipal service delivery. As the White Paper on Local Government published in March 1998 indicates, achieving the Reconstruction and Development Programme (RDP) objectives within a reasonable time frame requires municipalities to look at innovative ways of providing municipal services. Partnerships between municipalities and the public sector, the private sector and community and non-governmental organizations (CBOs and NGOs) are a key option that municipalities should consider in their efforts to rectify infrastructure deficits and disparities (Mafunisa, 2004:i).

The White Paper on Local Government recommends that municipalities look for innovative ways of providing and accelerating the delivery of municipal services. The Municipal Service Partnership (MSP) Policy aims to provide a clear framework within which to leverage and marshal the resources of public institutions, CBOs, NGOs, and the private sector towards meeting the country's overall development objectives

## **2.10 Integrated Development Plan**

### **2.10.1 Background to the Integrated Development Planning (IDP)**

During the 1990s, the concept of integrated planning was adapted in South Africa from strengthening international trends towards holistic and more sustainable development, and was seen locally as an appropriate method of beginning to address the deficiencies and

injustices of apartheid planning. It was stressed that a new system of municipal planning should: Ensure the participation of communities; Address most urgently the citizens' basic needs; Aim to disintegrate unjust spatial or institutional patterns of privilege; Aim to ensure integrated and sustainable development; and be focuses on service delivery. This municipality Process Plan is prepared in terms of Section 28 of the Local Government: Municipal Systems Act 32 of 2000 which specifically prescribes that: Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

These ideas gradually crystallized into the new concept of Integrated Development Planning. The concept was subsequently enshrined in a variety of documents such as The White Paper on Local Government (1998), the Constitution of 1996, the Development Facilitation Act (1995), the Municipal Structures Act (1999) and the Municipal Systems Act (2000) (Draft Integrated Development Plan). IDP in South Africa is a local government (municipal) act and only provincial government acts as an external stakeholder to the IDP. The constitution of South Africa states only in chapter 7 on how the local government should develop itself. It clearly states that a municipality must— structure and manage its administration and 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; and participate in national and provincial development programmes (the constitution of Republic of South Africa, Act 108 of 1996:77).

### **2.10.2 Integrated Development Planning**

The concept of IDP is defined by the intergovernmental Forum for Effective Planning and Development (FEPD) as a participatory planning process aimed at integrating sectoral strategies, in order to support the optimal allocation of scarce resources between sectors and geographic areas and across the population in a manner that promotes sustainable growth, equity and the empowerment of the poor and the marginalized (The Planact,

2001). Finally the IDP in the Government Digest (2002) is defined as a strategy to balance the “people’s books” uplifting the very poor, creating jobs and providing services.

It can be argued that in terms of the mandate to local government, integrated means considering not one sector only (for example housing), but bringing together all relevant sectors, issues and concerns as a whole. It also means the collective efforts of the national, provincial and local government together with, inter alia, individual residents, the private sector, non-governmental organizations and other stakeholders must be harnessed. However community participation is required for integrated development planning.

Integrated Development Planning is a very interactive and participatory process which requires involvement of number of stakeholders. The IDP is reviewed annually which results in the amendment of the plan this should be necessary. In a nutshell IDP is about the municipality identifying its priority issues/problems, which determines its vision, objectives and strategies, followed by the identification of projects to address the issues. In terms of the Local Government: Municipal Systems Act, 32 of 2000, the Executive Committee or Executive Mayor has the responsibility to the municipal manager (IDP Guide Pack).

As alluded to above, the IDP Guide Pack further states that the IDP is about determining the stakeholders and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life. Community and stakeholder participation in determining those needs is therefore at the heart of the IDP process. The Constitution and the Municipal Systems Act clearly stipulates that the municipality must mobilize the involvement and commitment of its stakeholders by establishing an effective participatory process.

The IDP Guide Pack emphasises that the municipality should in particular ensure participation of previously disadvantaged groups, including, women and the disabled so that their voices could be heard. Participation in integrated development planning,

therefore, needs clear rules and procedures specifying who is to participate or to be consulted, on behalf of whom, on which issues, through organizational mechanism, with what effect. The main purpose of IDPs is therefore, to enhance service delivery, economic growth and fight poverty through an integrated and aligned approach between different role players and stakeholders.

### **2.10.3 The local government challenges regarding IDP implementation**

There are challenges, which might hinder the proper implementation of the IDP. Atkinson (2002) highlighted three such challenges, which include the level of project management capacity within the local government, the design of municipal organizations and the redefining of existing functions. There is a lack of project management capacity skills within most local governments, which has often been identified as a crucial blockage in delivery (Harrison, 2001). Reddy (2000) asserts that the restructuring of the local government training system has to be pursued within the wider context of challenges facing local government to transform it from a narrow service delivery orientated character to one that is developmentally orientated, participatory and responsive to the needs of the community in which it has to take place within the context of stability and continuity in local government.

According to Harrison (2001), some of the challenges facing a successful implementation of the IDP include: the failure of many local councils to accept ownership of consultant-prepared IDPs, and to use them to direct their budgeting process; the poor quality of analysis and reports produced by many ill-prepared planners, whose traditional focus was on spatial planning rather than development planning; a poorly constructed participatory process; poor linkages between planning processes at district and local scales; and the difficulties in linking planning and budgeting processes with varying time horizons. The critical question asked by Atkinson (2002) is whether the municipalities have the capacity to implement their IDPs.

#### **2.10.4 The IDP as a tool to accelerate service delivery, development and economic growth (theoretical perspective)**

The IDP is aimed at the integrated development and management of the area of jurisdiction of the municipality in terms of its powers and duties. The IDP seeks to promote integration by balancing the social, economic and ecological pillars of sustainability without compromising the institutional capacity required in the implementation (Akani, 2002). The IDP is seen as a local pathway to sustainable development in South Africa and is used to foster more appropriate service delivery by providing the framework for economic and social development within the municipality.

The efficacy of the IDP is that it provides a benchmark according to which goals can be set and pursued, and the monitoring and evaluation of anti-poverty interventions can be undertaken (Aliber, 2002). Aliber (2002) states that the IDP process could provide a potent vehicle for the pursuit of sustainable development. It is reasonable to expect that, with time, the IDP process will become more and more effective provided there is adequate local government capacity and community participation. In view of this discussion there is a need for proper planning and the implementation of projects as well as monitoring of success on the part of the municipality in order to eradicate poverty.

#### **2.11 Conclusion**

This chapter attempted to explore definitions of service delivery, economic growth and IDP. It has also sought to explain the meaning of a municipality, why a municipality is expected to provide goods and services to communities and the role of a municipality in developing societies' service delivery and economic growth. Challenges of service delivery and implementation of IDP were identified and appropriate policies, initiatives and strategies towards addressing poor service delivery and municipal economic growth



were discussed. This chapter has highlighted that IDP provides a strategic framework for municipal managements, budgeting, delivery and implementation. IDP is a framework that links all sectoral plans and proposals.

International perspectives on service delivery, local economic growth and IDP were explored. Recommendations such as decentralization, urban aimed IDP, employee capacity skills development, elimination of disparities in economic development, evaluation and monitoring were discussed. Researchers such as Powell in South Africa recommended public participation and local government as role players in leading, planning and implementation of sustainable IDP mechanism as they have been positioned to lead in local government development. Standards of service delivery, a strong and municipal economic growth mentioned in this chapter, have made the introduction of the IDP essential.

The IDP looks at the economic and social development of the whole area and it aims to coordinate the work of the local government in a coherent plan to improve the quality of life of societies, and also taking into account the existing conditions and problems and services available for development. The following chapter (chapter 3) is about research design and methodology. It explains the different types of studies (research design types), how data is collected, which method is used, research instruments and sampling design.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This chapter on research design and methodology focuses on clarifying the type of the study and methods of data collection and analysis. The purpose of the chapter is to reflect the target and accessible population of the study, the research sample, the sampling technique employed, data collection methods and data analysis and procedures.

The term ‘research’ reflects a human activity based on intellectual investigation and aimed at discovering, interpreting, and revising human knowledge on different aspects of the world. Research methodology refers to all the measuring instruments, techniques and procedures adopted in a research project in order to collect, analyze and interpret research data, whereby research findings can be deduced (Maree, 2007). According to Denzin (2000), research is a systematic examination intended to discover new information and to expand or verify existing knowledge in an attempt to solve a problem. The researcher uncovers facts and then formulates a generalization based on the interpretation of those facts.

The purpose of this chapter is to outline the following aspects: research approach/design, the tools and techniques used for collecting data, methods of data analysis used in the study, as well as ethical considerations.

#### **3.2 The research design**

A research design is a plan that indicates how the researcher intends to investigate the research problem (Denzin and Lincoln, 2003). Its function is to ensure that evidence is obtained which will be instrumental in answering the research question as unambiguously

and accurately as possible (De Vaus, 2001). What follows below is an explanation of the research design used in this study. For the purposes of this study, qualitative research method was used.

### **3.3 Research methodology**

#### **3.3.1 Qualitative method**

The term “qualitative research” refers in the broadest sense to research that is descriptive in nature and it is often preferred in the human sciences (Frankel and Wallen, 1990). Creswell (2003) states that the qualitative approach is one in which the inquirer often makes knowledge claims based on constructivist perspectives (i.e. the multiple meanings of individual experiences, meanings socially and historically constructed, with the aim of developing a theory or pattern). Creswell further affirms that researchers seek to understand the context or setting of the participants through visiting this context and gathering information personally. In respect of general aims, qualitative research examines various social and cultural settings as well as individuals who dwell in these settings, thereby learning about their experiences, beliefs, properties, values, needs or characteristics as well as understanding in depth their “behaviours” (Du Plooy, 2001).

Henning (2004) states that the qualitative researcher wants to discover how human interactions take place, and why these interactions happen in the manner in which they do in certain situations. She further argues that the researcher examines the qualities, characteristics, or properties of a phenomenon in order to grasp, comprehend and explain their world. Leedy and Ormond (2005) argue that the qualitative researcher seeks an in-depth understanding of phenomena as they occur naturally and that no attempt is made to manipulate the situation. This study is of such a nature that one cannot conduct experiments, especially when one needs to find meaning in people’s experiences. To obtain an in-depth understanding of the experiences of people, one needs to adopt a qualitative approach to research, which will assist the researcher to report on the findings.

The intention is to understand the views of participants on a specific phenomenon, and, as such, the phenomenon can be understood from the perspective of the participants (Creswell and Plano Clark, 2007).

The data collection tools/techniques and instruments used in this study were mainly closed-ended questionnaire and open ended question in section C2. Frankel and Wallen (1990) state that “qualitative data are collected in the form of words or pictures rather than numbers”. This quotation confirms the fact that qualitative research produces descriptive data, i.e. reflecting people own written or spoken and observable behaviour. Qualitative researchers develop concepts, insights and understanding from patterns in the data, rather than collecting data to assess preconceived models and theories. The process of qualitative research is largely inductive, with the inquirer generating meaning from the data collected in the field (Creswell, 2003).

### **3.4 Data collection**

#### **3.4.1 Design of survey questionnaire**

Strydom, Fouche and Delpont (2005) define a questionnaire as a set of questions on a form, which is completed by the respondent in respect of a research project. Babbie and Mouton (2001) mention the fact that although the term questionnaire suggests a collection of questions, a typical questionnaire will probably contain as many statements as questions, especially if the researcher is interested in determining the extent to which respondents hold a particular perspective. Strydom et al, (2005) further affirm that the basic object of a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue. In this study the main reason for using a questionnaire was to ascertain the residents’ perspectives on the implementation of IDP projects. Careful consideration was given to the structure and design of the questionnaire to ensure that accurate and desired information was obtained. The questionnaire incorporated the issues of participant anonymity and confidentiality.

According to Maree (2007), in scientific research, personal beliefs and conditions should not be used to favour certain desired outcomes, as this constitutes bias. Personal perceptions should never influence research outcomes. Questions should therefore be constructed in such a manner that they do not intentionally or unintentionally lead to bias. Respondents should be given enough room to exercise their own judgment. Failure to accomplish this may lead to distorted data and results. Leedy and Ormrod (2005) list the following requirements to be taken into account when compiling a questionnaire: confidentiality should be assured, wherever possible, a choice of answers should be given on the form, the questionnaire should be well laid out, with adequate space for answers, where necessary, questions should not be offensive, questions should not give cause for emotive language, questions should not require any calculations; and questions should be short, simple and to the point.

Leedy and Ormrod (2005) state that a questionnaire should also comply with at least the following three objectives: It should be executed within the ambit of available time and resources; it should reflect accurate information regarding the research study, and it should meet the aims of the research. In the present study confidentiality was assured and the questionnaire was not angled so as to influence any particular response. All the above-mentioned requirements were therefore taken into account.

Fraser and Lawley (2000) suggest that researchers should use fewer open-ended questions, because they are more time consuming to complete and difficult to analyze. The questionnaire, for the purpose of this study, was designed to have fully structured closed statements or questions, with no use being made of open-ended statements. The advantages of closed statements or questions are that the results of the investigation become available fairly quickly, that respondents understand the meaning of the statements better, responses can be compared better with one another, and answers are easy to code and analyze.

Questionnaires can be used without direct personal contact with respondents. Respondents themselves complete these, without the assistance of an interviewer, this can be done either by distributing the questionnaire and collecting it once it has been filled out, or by mailing it and asking respondents to send it back. Questionnaires can be mailed or distributed directly to participants.

### **3.4.2 Advantages and disadvantages of mailed questionnaires**

The most important advantage to using mailed questionnaires is that a large coverage of the population can be realized with little time or cost. It is relatively easy to select 2000 or even over 5000 people in different areas of the country and send them questionnaires by mail. Also, since respondents are asked to mail back the filled out questionnaires without indicating their names, anonymity is assured and this will help them to be honest in their answers. At the same time, bias due to personal characteristics of interviewers is avoided, as no interviewers are used. Some types of questions, which might require reflection or consultation before answering, will be more appropriately dealt with when the respondents has more time for an answer and no waiting interviewer to cause a hasty response; although these advantages seem to be considerable, self administered questionnaires in general, and mail questionnaires in particular, have many disadvantages, especially when used in developing countries (Bless, Higson-Smith & Kagee; 2006:120).

The main prerequisite for the use of mail questionnaire are a sufficient level of literacy and familiarity with language used. When sending out questionnaires it is usually not possible to access in advance whether or not the respondent has a certain level of literacy. Moreover, the response rate of mailed questionnaires tends to be low. Many factors contribute to this poor return. The respondents may never have received the questionnaire due to poor mail service in rural areas or it could be that the participant lacks interest and has misplaced the questionnaire. This low response rate has important negative consequences for the quality of the research. The representativeness of the sample may be undermined since non-respondents are usually quite different from respondents. They

may have particular features such as being poorly educated, old people, women, and people with no stable residence, or individuals who are suspicious of research. Their absence from the sample will constitute an important bias (Bless, Higson-Smith & Kagee; 2006:120). This study will use self-administered questionnaires.

In order to achieve the results needed to resolve the assumptions highlighted in Chapter One, a questionnaire was developed, comprising all the relevant indicators identified through the literature review. The questionnaire was finalized in conjunction with the supervisor to ensure that the aspects covered in the questionnaire were sufficient to provide the desired results.

The questionnaire was compiled in such a way that the following information could be obtained:

- **Section A:** required biographical details on gender, age, marital status, home language and educational qualifications.
- **Section B1:** problem of ineffective IDP implementation.
  - B2: public participation.
  - B3: impact of poor service delivery
  - B4: training, development, monitoring and evaluation of employees and municipal objectives.
- **Section C1:** IDP as a tool to accelerate service delivery,
  - C2: progress on service delivery since the adoption of IDP and initiatives
  - C3: policies on service delivery and the effectiveness of the IDP.

The following ratings that indicate the extent of agreement with each statement were used:

**Rating value**

1 = strongly agree

2 = Agree

3 = strongly disagree

4 = Disagree

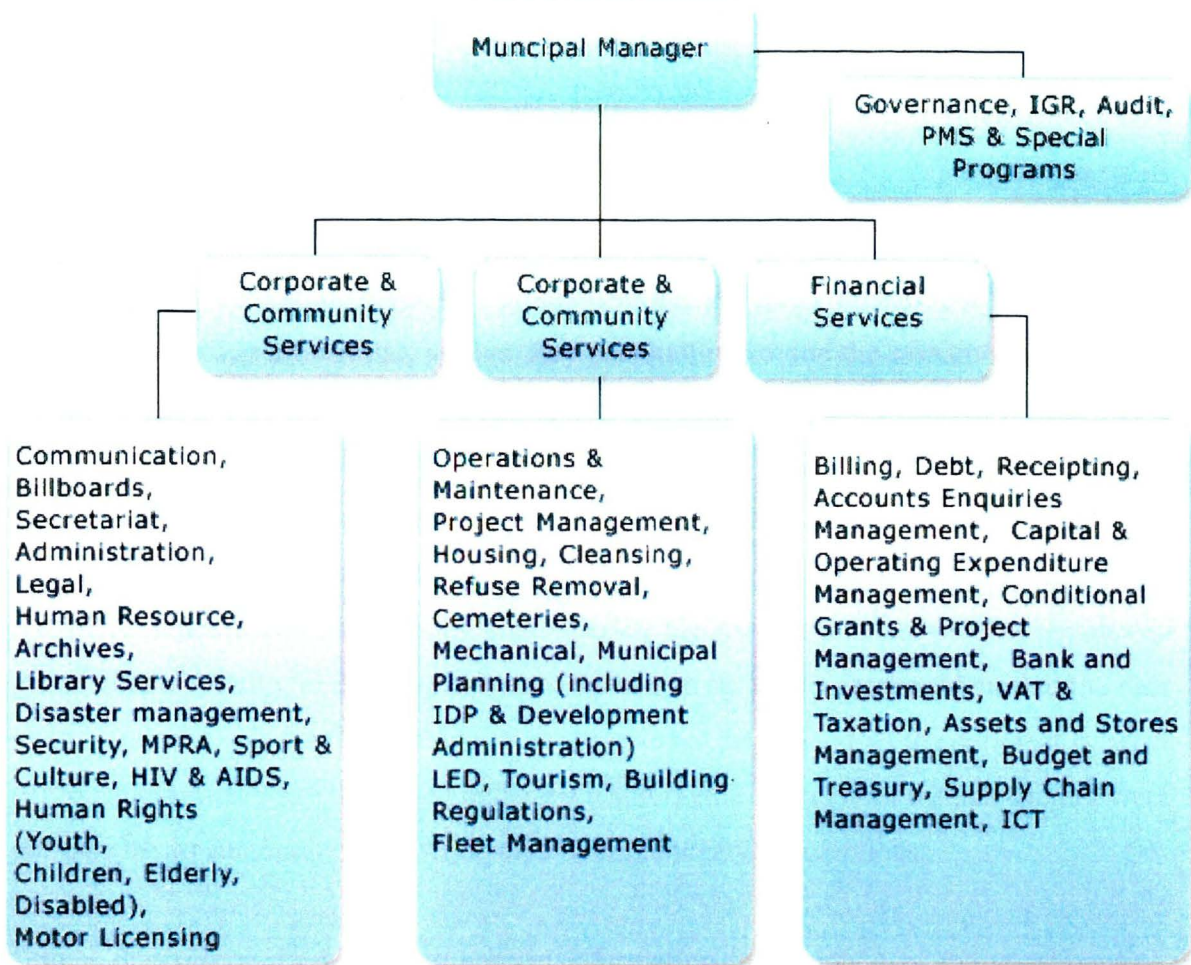
The researcher took full responsibility for conducting the survey.

### **3.5 Sampling**

The empirical survey required a representative sample of people. A sample is a subset of the population that is drawn to be representative of the whole population in a research project because it reflects characteristics of the entire population (Du Plooy, 2001). In this study, the researcher selected the participants, because they were considered to be sufficiently informed and knowledgeable to provide meaningful information (Creswell and Plano Clark, 2007). In other words, the participants were handpicked, which implies that purposive sampling was employed (Creswell and Plano Clark, 2007).

The intention of sampling in quantitative research is to select individuals who are representative of a population, to ensure that the results can be generalized to a population and that inferences can easily be drawn (Creswell and Plano Clark, 2007). A random sample is a sample where every member of the population stands the same chance of being included in the sample (Howell, 2004).

The administration structure of the Dr Ruth Segomotsi Mompati District municipality taken from the municipality IDP report 2011-2014 is depicted below. It shows the top to bottom administration structure of the district municipality.



A systematic sample (40) was drawn from different offices from an estimated population of 500 (permanent, interns and contract workers) of the whole district municipality employees. The sample includes 6 managers, 6 IDP officials, 1 Chief financial officer and 27 random municipal employees. A total number of 8 people were taken from each of the six local municipalities (Greater Taung, Naledi, Mamusa, Lekwa-teemane, Kagisano and Molopo).

### **3.6 Method of data analysis and interpretation**

#### **Qualitative data analysis**

In qualitative research, analysis starts with coding the data (Creswell, 2003). Creswell describes how coding involves the process of the grouping together of evidence and labelling ideas that are similar, so that they eventually provide the researcher with wider perspectives. The results of the questionnaire constituted the research data in this study. The data were analyzed by using “a thematic analysis, which consists of a description [and discussion] of the main ideas” (Du Plooy, 2001). The research questions mentioned in Chapter One constituted the main themes of the research data in this study. The researcher listed the sub-themes by summarizing the participants’ answers to the survey questionnaire relating to each main theme. Subsequently the researcher identified the data relevant to each sub-theme. Afterwards the researcher catalogued all the data that is, what participants actually say that fitted under each sub-theme. Finally, all the sub-themes were put together to summarize the participants’ comprehensive perceptions.

Graphs that summarized the biographical information in section A of the questionnaire, were drawn Biographical frequencies, item frequencies, as well as cross-tabulation tables were also produced, to make the interpretation easy and comprehensible. Microsoft’s Excel programme was used to analyse graphs and tables to simplify the process.

#### **3.7 Validity**

Validity means the accuracy and effectiveness of an instrument used to measure what was intended to be measured, “consistency and dependability of a measuring instrument” shows that , an instrument “consistently produce[s] the same measurements (or answers) over a period of time” (Du Plooy, 2001). According to Creswell and Plano Clark (2007),

determining validity is an essential step in the research process. Golafshani (2003) suggests that validity involves the answering of the following questions:

- How truthful are the results?
- Does the research truly measure that which it was intended or claimed to measure?

Validity, in other words, indicates the level at which an instrument measures what it was intended to. In this study, the intention was always to answer the research question.

### **3.8 Ethical consideration**

When conducting research, social scientists enter into the private lives of their participants (Berg, 2001). Therefore, researchers have to make sure that the privacy, the rights and the welfare of their participants are guaranteed (Kumar, 1999).

In this study respondents were assured that whatever information was collected from them through the survey questionnaire would be kept confidential. The researcher informed the municipal officers and councillors that the information collected from them would be used for academic purposes and not for any other purposes.

### **3.9 Conclusion**

This chapter has described the research methodology to be followed and used to collect data as well as tools to analyze and interpret data. An account has been given on the use of the research approach and the choice of the tools/techniques has been justified. The analysis and interpretation of the research data collected through the questionnaire and a summary of the research findings will be discussed in Chapter Four.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter presents and analyses data. To avoid confusion and for explicit flow of this chapter, data is presented in the form of tables, with follow up explanations. Before questionnaires were distributed, pilot testing was done on employees of Dr Ruth Mompoti to check if they were answerable or relevant and would further seek sensitive information. The number of people on whom pilot testing was done is 10, and the results to the pilot test was positive, although minor changes were made like rephrasing and breaking down of questions. The main cluster of data are, biological data category, problems facing the effectiveness of IDP; public participation in the municipality, impact of poor service delivery; training and development, IDP as a tool to accelerate service delivery and economic growth; progress on the municipality and strategies, plans, policies and programmes of the municipality.

A description of the number of times that the various attribute of a variable are observed in a sample is called frequency distribution. A total of 40 questionnaires were distributed and only 31 properly filled questionnaires were returned. It should be noted that the data analysed, presented and interpreted are only of the properly filled 31 questionnaires.

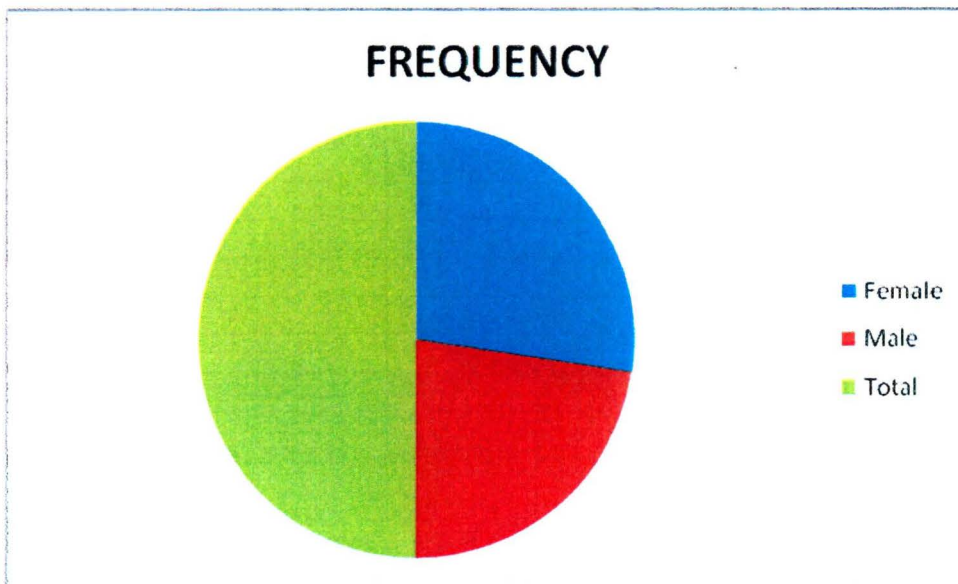
## SECTION A BIOGRAPHICAL DATA

**Table 4.1**

GENDER	FREQUENCY	VALID PERCENTAGE
Female	17	55%
Male	14	45%
Total	31	100%

The total respondent number of the above table is 31 of the total sample of 40. The majority of participants were female 17 with a percentage of (55%) and 14 men (45%). The pie chart below shows this division

**Figure 4.1**



**Table 4.2: Frequency distribution of respondents by age group**

VALID AGE GROUP	FREQUENCY	VALID PERCENTAGE
18-24	4	13%
24-28	10	32%
28-32	5	16%
32 & above	12	39%
Total	31	100%

The above table indicates frequencies of each age as indicated by all the respondents. The table shows the number of respondents who are 18-24 is 4, with a percentage of (13%). The second group is 24-28 with 10 respondent, a percentage of 32% as indicated on the table. 5 people (16%) are in the 28-32 group and the last age group, is 32 & above, with a majority of 12 (39%).

**Table 4.3: Language of respondents**

LANGUAGE	FREQUENCY	VALID PERCENTAGE
Setswana	24	77%
Xhosa	4	13%
English	-	-
Afrikaans	3	10%
Other	-	-
Total	31	100%

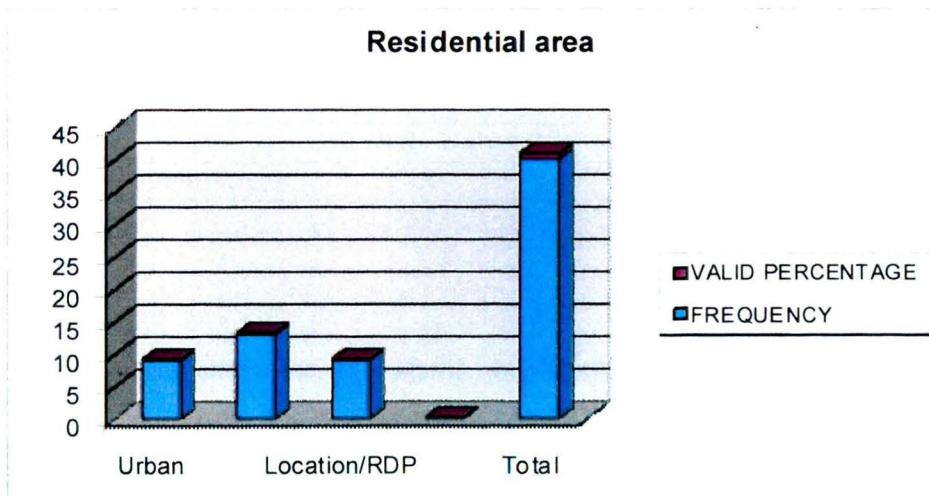
A majority of the respondents speaks Setswana, 24 people with a percentage of 77%. 4 people (13%) are in are Xhosa group and 3 respondents (10%) speak Afrikaans. No one responded in the English category.

**Table 4.4: Residential area of respondents**

RESIDENTIAL AREA	FREQUENCY	VALID PERCENTAGE
Urban	9	29%
Rural	13	42%
Location/RDP	9	29%
Total	31	100%

9 people (29%) responded as living in urban area, the majority of people who participated live in a rural area 13 with a percentage of (42%). 9 people (29%) are living in location/RDP houses. the below column chart show this:

**Figure 4.2**



The column chart above indicates that the majority of people 13 (42%) live in a rural area, while 9 (29%) lives in urban and 9 (29%) in a location area.

**Table 4.5: Education levels of respondents**

EDUCATION	FREQUENCY	VALID PERCENTAGE
Matric	12	38%
Diploma	13	42%
Degree	3	10%
Post graduate	3	10%
Total	31	100%

Table 4.5 shows the education level of respondents. The Majority of people is, 12 (38%) have a matric, 13 (42%) have a diploma and 3 (10%) have a degree. 3 (10%) responded as having postgraduate qualification.

**Table 4.6: Job status of respondents**

JOB STATUS	FREQUENCY	VALID PERCENTAGE
IDP officials	6	19%
Directors	6	19%
CFO	1	3%
Municipal employee	18	58%
Total	31	100

Table 4.6 indicates the job status of respondents. 6 people (19%) responded as IDP officials, 6 (19%) as DDG/Manager and 1 as CFO (3%). 18 (58%) responded as government employees.

**Table 4.7: Experience of respondents**

EXPERIENCE YEARS	IN	FREQUENCY	VALID PERCENTAGE
0-3		8	26%
4		8	26%
7& Above		15	48%
Total		31	100%

The above table 4.7 shows the experience of respondents. 8 people (26%) have 0-3 years experience, 8 (26%) respondents have 4-7 years experience, 15 (48%) respondents have 7 & above

**Figure 4.3**

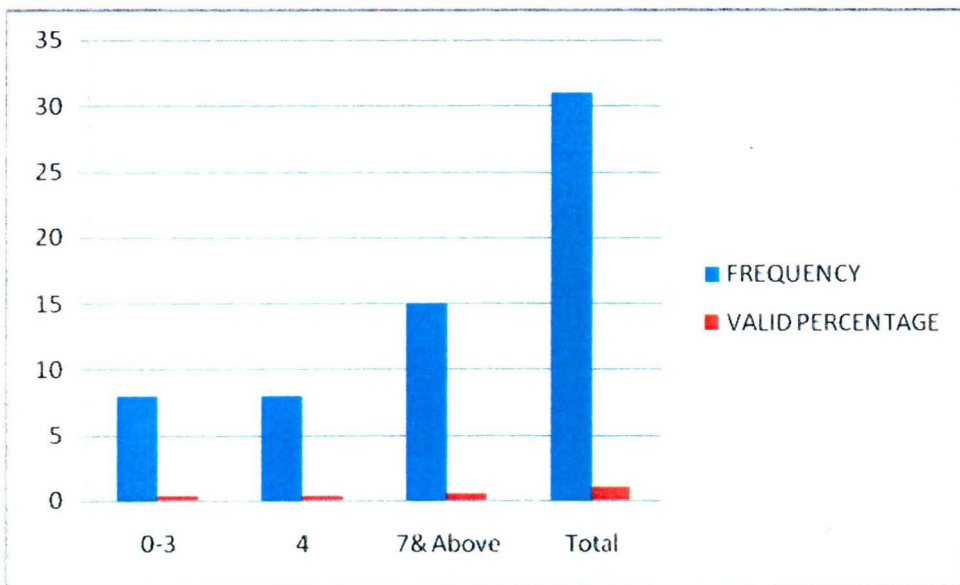


Figure 4.3 shows experience of respondents as indicated on the table. (26%) have 0-3 years experience, 26% have 4 years and 48 % have 7 years & above experience while.

**Table 4.8: Utilization of municipal services**

UTILIZATION	FREQUENCY	VALID PERCENTAGE
Never	13	42%
Regularly	15	48%
Occasionally	3	10%
Total	31	100%

Table 4.8 indicates the utilization of municipal services. 13 (42%) people responded as never using municipal services, 15 (48%) responded as using them regularly while 3 (10%) use services occasionally.

**Figure 4.4**

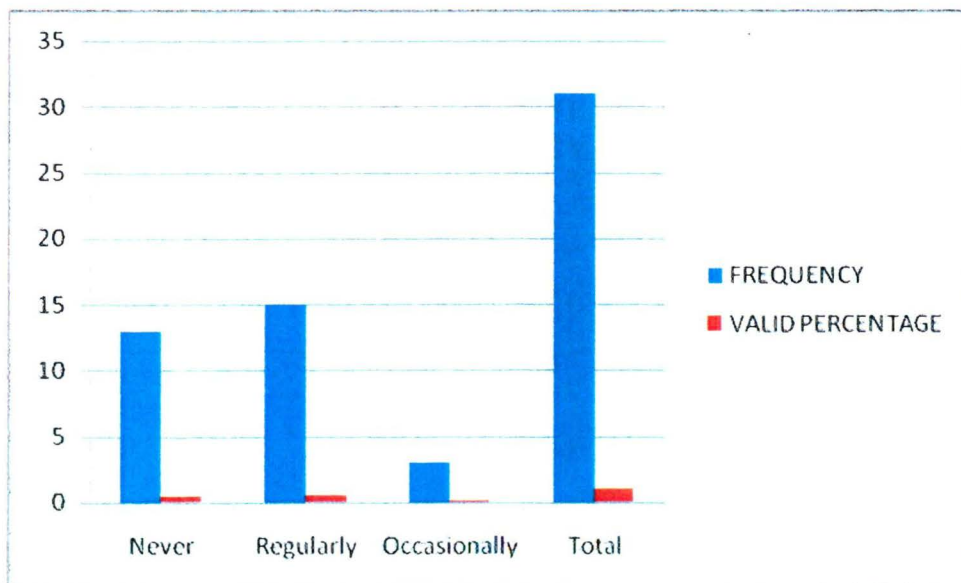


Figure 4.4 indicates the utilization of municipal service as indicated on the table. 42% never use municipal services, 48% use them regularly and 10% use them occasionally.

### 4.3 SECTION B

This section is grouped into 5 sections as follows:-

**Section B1-** investigation of the implementation of IDP in the Dr Ruth Segomotsi Mompati district municipality

**Section B2-**Problems and impacts facing the effectiveness of IDP in the Dr Ruth Segomotsi Mompati district municipality

**Section B3-** evaluation of the level of public participation in the Dr Ruth Segomotsi Mompati district municipality

**Section C1-**Improvement of service delivery since the adoption of IDP in the Dr Ruth Segomotsi Mompati district municipality

**Section C2-**assessment of the level of skills, capacity, understanding and readiness of municipal officials in the Dr Ruth Segomotsi Mompati district municipality

#### SECTION B1

#### INVESTIGATION OF THE IMPLEMENTATION OF IDP IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY:

**Table 4.9**

Statement 1	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
Proper implementation of IDP is known, followed and is effective as service delivery has been accelerated since adoption of IDP		3 10%	7 23%	13 41%	8 26%	31 100%

3 people (10%) strongly agree that the municipality promote social and economic development of communities and participate in national and provincial development. 7 respondents (23%) agree, while 31 people (41%) strongly disagree and 8 respondents (26%) disagree with the statement.

**Table 4.10**

Statement 2	Frequency	Strongly agree	Agree	Strongly disagree	Disagree	Total
Implementation of IDP policies is a priority, and properly managed.	31	4	3	13	11	31
Projects/services delivered by the municipality to the public are serving the purpose as it is the IDP aim		13%	10%	42%	35%	100%

4 respondents (13%) strongly agree with the statement, 3 people (10%) agree while 13 people (42%) strongly disagree. 11 (35%) people disagree that project/services delivered by the municipality to the public are serving the purpose they were intended for, or that IDP is properly implemented and effectively managed.

**Table 4.11**

Statement 3	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
IDP in the municipality is ensuring integrated and sustainable development by focusing on service delivery and economic growth		12	9	3	7	31
		38%	29%	7%	23%	100%

The above table 4.11 indicates that 12 respondents (38%) strongly agree with the statement, 9 people (29%) agree while 3 people (7%) strongly disagree. 7 respondents (23%) disagree that IDP in the municipality is ensuring integrated and sustainable development by focusing on service delivery and economic growth.

**Table 4.12**

Statement 4	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
The district municipality effectively manages its administration budgeting and planning as to give priority to the basic needs of the public		3	7	9	12	31
		9%	23%	29%	39%	100%

3 respondents (9%) strongly agree that the district municipality effectively manages its budgeting administration and planning to give priority to the basic needs of the public. 7 people (23%) agree, 9 respondents (29%) strongly agree with the statement while 12 people (39%) disagree with the above statement.

**SECTION B2:**

**PROBLEMS FACING THE EFFECTIVENESS OF IDP IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY AND THEIR IMPACTS ON THE SOCIETY**

**Table 4.13**

Statement 5	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
the municipality is faced by problems such as finance, politics and national centralized plans		30	1	-	-	31
the main problem of producing IDP and economic growth is lack of implementation		97%	3%			100%

Table 4.13 above indicates that 30 people (97%) which is the majority strongly agree that the municipality is faced by problems such as finance, politics and national centralized plans and the main problem of producing IDP and

economic growth is lack of implementation. Only 1 respondent (3%) agree with the statement. No one strongly disagree or disagree with the statement.

**Table 4.14**

Statement 6	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
Other problems include lack of training of employees, lack of knowledge and understanding of IDP; recruitment of irrelevant employees, service delivery backlogs and upgraded infrastructure		28	2	1	-	31
		90%	6%	3%	-	100%

Table 4.14 indicates a majority of respondents, 28 with of 90% strongly agree that other problems include lack of training of employees, lack of knowledge and understanding of IDP; recruitment of none irrelevant employees, service delivery backlogs and upgraded infrastructure. 2 people (6%) agree while 1 (3%) respondent strongly disagrees. No one disagrees with the statement.

## IMPACT OF POOR SERVICE DELIVERY AND ECONOMIC GROWTH

**Table 4.15**

Statement 7	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
Lack of effective service delivery result in issues such as social under development, health issues, high crime, high rate of illiteracy and poverty		30	1	-	-	31
		97%	3%	-	-	100%

Table 4.15 shows that 30 people (97%) from 31 questionnaires collected strongly agree that lack of effective service delivery result in issues such as social under development, health issues, high crime, high rate of illiteracy and poverty. Only one respondent (3%) agrees with the statement. No one strongly disagrees or disagrees with the statement.

**Economic and other impacts**

**Table 4.16**

Statement 8	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
1.this include rate of unemployment, poor infrastructure and poor municipal economic revenue base,  Other impacts include backlogs on service delivery, municipal debt and excessive municipal expenditure		31  100%	-	-	-	31  100%

All respondents 31 with a percentage of 100% strongly agree that economic impacts and others include rate of unemployment, poor infrastructure and poor municipal economic revenue base. Other impacts include backlogs on service delivery, municipal debt and excessive municipal expenditure. No one agrees, strongly disagrees or disagrees with the statement.

**SECTION B3: EVALUATION OF THE LEVEL OF PUBLIC PARTICIPATION IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY**

**Table 4.17**

Statement 9	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
the level of public participation has improved over the years since the adoption of IDP,		5	4	14	8	31
Public participation of IDP is through IDP forums, media, radio slots, information sheets, municipal websites and others		16%	13%	45%	26%	100%

The above table (4.17) shows that 5 respondents (16%) strongly agree, 4 people (13%) agree while 14 people (45%) strongly disagree with the statement. 8 people (26%) disagree that public participation of IDP has increased over the years, they also disagree that public participation in IDP is through IDP forums, media, radio slots, information sheets, municipal websites and others. The majority of respondents also strongly disagree that there is public participation.

**Table 4.18**

Statement 10	Frequency 31	Strongly agree	Agree	Strongly disagree	Disagree	Total
Public participation in economic growth is through community projects, woman and youth empowerment participation in SMME'S and BEE 2.public participation is high and active in the municipality,  Problems of public participation include marginalization of the public from decision making process, due to various factors such as time constraints, lack of knowledge,educational level and lack of municipal communication		3 10%	3 10%	16 51%	9 29%	31 100%

3 respondents (10%) strongly agree, 3 people (10%) agree while 16 people (51%) strongly disagree that public participation in economic growth is through community projects, woman and youth empowerment participation in SMME'S and BEE. 9 (29%) disagree with the statement. problems of public participation include marginalization of the public from decision making process.

## **SECTION C1: IMPROVEMENT OF SERVICE DELIVERY SINCE THE ADOPTION OF IDP IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY**

### **Statement 11**

The statement asked how IDP has changed the lives of members of the community in the district municipality. The majority of respondents 25 (81%) stated that IDP has not changed their lives; they stated that nothing has been changed. The majority further stated that people living in rural areas still live in poverty with no help from the municipality and they do not even know or have an understanding of IDP. Fewer people 6 (19%) agree that their lives have changed for the better since the adoption of IDP because they have access to basic service.

### **Statement 12**

Statement 12 was about infrastructure upgrade in the district municipality. The majority of people 22 (71%) answered there is no better infrastructure where they live, they mentioned that there are still gravel roads where they live, no mast lights and they still walk distances to access public phones and other necessities. They further stated that development only occurs in urban areas. The remaining people 9 (29%) answered that infrastructure has been upgraded since IDP. There are upgraded roads, Telkom public phones, electricity, drainage and sewerage systems where they live.

### **Statement 13**

Statement asked members of communities if they have access to basic services such as water, proper levels of sanitation, RDP houses and toilets which has led to a better and simple life since IDP. A majority of 28 (90%) respondents stated that they do not have access to basic needs. They stated that they still walk long distances to access water, they use pit toilets while others share or do not have toilets at all. Those who 3 (10) have access to basic 3 (10%) services are those who reside in urban areas or RDP.

### **Statement 14**

Statement 14 asked respondents about unemployment within the municipality and how unemployment has changed since IDP. A majority of people 25 (87%) that argued that unemployment is still the same in the villages where most vulnerable youth are located. They stated that although the municipality uses IDP as a tool to accelerate service delivery, alleviate poverty, accelerate economic growth and create jobs, in rural areas there is no employment and people survive through social grants. A minority 6 (19) that unemployment has been halved since the IDP, although some stated that unemployment is much better but only for those people living in urban areas and RDP house.

## SECTION C2:

### ASSESSMENT OF THE LEVEL OF SKILLS AND CAPACITY, UNDERSTANDING AND READINESS OF MUNICIPAL OFFICIALS IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY

**Table 4.23**

Statement 15	Frequency	Strongly agree	Agree	Strongly disagree	Disagree	Total
All the officials of the Dr Ruth Municipality are skilled and have the capacity to carry out IDP objectives. They also understand IDP and are ready to accelerate service delivery through IDP	31	29	2	-	-	31
		94%	6%	-	-	100%

The above table 4.23 indicates that 29 respondents (93%) strongly agree that the officials of the Dr Ruth Mompoti District municipality are skilled and have capacity to carry out IDP objectives. They also agree that the officials understand IDP and are ready to accelerate service delivery. Only 2 respondents (6%) agree with the statement and no one strongly disagrees or disagrees with the statement.

**Table 4.24**

Statement 16	Frequency 31	Strongly Agree	Agree	Strongly disagree	Disagree	Total
Employees are skilled through workshops, municipal courses, training programmes and employee bursary schemes		13	7	4	7	31
training and development of IDP employees assist to accelerate service delivery and economic growth		42%	23%	12%	23%	100%

Table 4.24 shows that 13 respondents (42%) strongly agree that officials are skilled through workshops, municipal courses, training programmes and employee bursary schemes. They also agree that training and development of IDP officials assists in accelerating service delivery and economic growth. 7 respondents (23%) agree with the statement, 4 people (12%) strongly disagree while 7 people (23%) disagree.

## **4.4 DATA ANALYSIS AND INTERPRETATION**

### **Section A- Biographical data**

#### **Table 4.1**

Table 4.1 is about gender and it shows that the majority of respondents were female. This is because females were more willing to fill in the questionnaire than males and because females are the most vulnerable, therefore they are mostly affected.

#### **Table 4.2**

This table is about frequency distribution of respondents by age group. Most of the respondents were in the group 32 years & above, followed by 24-28, which includes youth. Youth are also the most vulnerable group in societies as they are not educated, they are unemployed and live in poverty and this table shows this.

#### **Table 4.3**

Table 4.3 is about language of respondents. Most of the respondents are Setswana speaking people as Batswana dominate the area of study.

#### **Table 4.4**

This table indicates the residential area of respondents. The majority of respondents live in rural areas. This highlights that people who are living in rural areas are the most affected by poor service delivery of the municipality. This table also shows that municipal employees who responded are living in urban or RDP areas.

**Table 4.5**

Table 4.5 shows the education level of respondents. 8 people responded as having a matric certificate and the next high number is 7 with people who do not have education at all. Most municipal employees also do not have relevant qualification; this lack of education leads to unemployment of members of the public and poor municipal service delivery.

**Table 4.6**

Table 4.6 is about the job status of respondents. 6 respondents responded as Directors and other 6 people as IDP officials.

**Table 4.7**

This table indicates the number of years employed. As most people are unemployed they do not have experience.

**Table 4.8**

Table 4.8 shows the utilization of municipal services by respondents. The majority of the respondents state that they never use these services, as they do not have them. This means that people who are living in rural areas do not have proper levels of water, sanitation, dumps and refuse removal. Some of respondents who work in the municipality are very much aware of the situation in rural areas.

## **SECTION B1:**

### **Investigation of the implementation of IDP in the Dr Ruth Segomotsi Mompati district municipality**

#### **Table 4.9**

The table indicates that proper implementation of IDP in the municipality is not known, followed and executed, thus leading to poor service delivery in the municipality. People also do not agree that the services and projects that are delivered by the municipality to the public are serving the purpose they are intended for.

#### **Table 4.10**

This table indicates that respondents do not agree with the statement that projects and services delivered by the municipality are serving the purpose as it is the aim of IDP. This means that there is no consultation and service standard as is the aim of IDP. The municipality should consult with the community in order to know their needs, not provide services which they think will suit the community

#### **Table 4.11**

The majority of respondents do not agree that the district municipality is ensuring integrated and sustainable development by focusing on service delivery and economic growth. This means that there is no project that sustains people and there is no focus on service delivery.

**Table 4.12**

This table also highlights that the majority of respondents do not agree that the municipality effectively manages its administration and budgeting and planning. This is as a result of not having relevant employees who have the public interest at heart. Without proper budgeting and planning there will be no development in the municipality as there will always be debts to pay.

This table shows that the municipality does not manage its administration and planning properly. It also indicates that effective budgeting is not done to give priority to basic public needs.

**SECTION B 2:**

**Problems facing the effectiveness of IDP in the Dr Ruth Mompati district municipality and their impact on society.**

**Table 4.13**

This table indicates the external and internal problems of the district municipality. 97% of respondents strongly agree that the municipality is faced by problems such as politics, finance, and mainly the lack of implementation of IDP policies.

**Table 4.14**

This table shows that the municipality is not only affected by problems such as internal and external factors but also by problems such as backlogs in service delivery, poor infrastructure to carry out IDP plans and relevant people to carry out integrated development plans.

**Table 4.15**

This table indicates the social impact of ineffective IDP implementation. The majority of people strongly agree that lack of effective service delivery results in issues such as social under-development, health issues, crime, illiteracy and high rate of unemployment. This table also shows that people are affected and experience this result of failure to deliver basic services, also such problems result in municipal debt as people fail to pay for services, there are also backlogs as a result of municipal debt and excessive expenditure by the municipality as public demands grow.

**Table 4.16**

This table indicates economic impacts of ineffective IDP implementation. The majority of people are aware that impact includes a high rate of unemployment, poor infrastructure and poor municipal revenue base. This means that if the municipal revenue is poor, the municipality will not be able to deliver basic services and this will result in backlogs on service delivery.

**SECTION B3:****Evaluation of the level of public participation in the Dr Ruth Segomotsi Mompati****Table 4.17**

This table shows that public participation in the district municipality is very poor and the community is not consulted or encouraged to participate in municipal plans, projects and services.

They also strongly agree that other problems include lack of training of employees, lack of knowledge and understanding of IDP and failure to hire relevant employees, this leads to service delivery backlogs, unemployment and poverty.

#### **Table 4.18**

Table 4.18 shows public participation of the respondents. The majority of respondents strongly agree that problems of participation include marginalization of the public from decision-making

This table also is about public participation but in economic growth. 10% of people strongly agreed that economic participation is through community projects, woman and youth empowerment and SMME'S and BEE; the other people disagree. This means that most people do not take part in economic development as the municipality does not involve them or they do not have information. The municipality needs to make people more aware of such things, and especially involve youth because there will be no development if the municipality does everything. People need to take part in economic, social development and decision making in matters that affects them.

#### **SECTION C1:**

#### **Improvement of service delivery since the adoption of IDP in the Dr Ruth Mompati district municipality**

#### **Table 4.19**

Table 4.19 indicates that respondents strongly disagree that the municipality promotes social and economic development of the community. This shows that IDP as a tool to accelerate service delivery fails to reach its aim; proper execution of IDP is imperative.

The majority of people stated that their lives have not changed since the adoption of IDP. They also stated that they do not have basic services, they are not involved in decision making processes and do not even know what IDP means.

**Table 4.20**

This table also indicates that the respondents do not have infrastructure especially in rural areas. Other respondents stated that their area is inaccessible in rainy seasons, as the roads become get flooded. They still walk distances for public phones and long distances to reach government departments.

**Table 4.22**

The majority of respondents stated that they do not have access to basic services. Most stated that they live in mud and iron houses, they do not have electricity, they do not have access to water and some do not have toilets. This means that even after 18 years of semocracy, communities in the district do not know what democracy is all about, as they have not enjoyed its benefit.

**Table 4.23**

This table indicates that most of the respondents are unemployed. The majority of these unemployed respondents reside in rural areas. Others further stated that they survive on elderly social grants, which do not cover most of the things they need. This lack of employment has resulted in poverty.

## **SECTION C2:**

### **Assessment of the level of skills, capacity, understanding and readiness of municipal officials in the Dr Ruth Segomotsi Mompati District municipality**

#### **Table 4.24**

Table 4.24 indicates training, development, monitoring and evaluation of municipal employees. The majority of people strongly agree that training and development of municipal employees, especially those working with IDP will assist in accelerating service delivery and economic growth. This is true because in most cases employees do not know what to do or how to carry out policies and plans because they are not educated or trained. For efficient output there should be positive inputs in order to develop the level of service delivery. Also municipal objectives and goals should be monitored and evaluated.

#### **4.5 Conclusion**

Local municipalities could make a bigger impact on the local economy, and therefore on poverty reduction and unemployment, by regarding LED and IDP as an integral part of service delivery and functioning. Local governments have an important coordinating and facilitating role to play in the implementation of any approach to IDP.

Taking into consideration the responses from the questionnaires collected, the main problem of the municipality is the lack of IDP implementation. Other problems include finance, lack of training and development of municipal employees and lack of public participation. The majority of responses indicate that these problems result in issues such as social underdevelopment, health issues, high crime and poverty. Economic impacts include high unemployment, poor infrastructure, poor municipal revenue base, excessive municipal expenditure and municipal debt. The responses also show that the municipality

is not doing enough to sustain development in the municipality, and highlight that there is no insurance of integrated and sustainable development, no effective management and administration of planning and budgeting. The main areas covered in this chapter are the responses to Section B 1 which showed the investigation of the implementation of IDP in the Dr Ruth Segomotsi Mompati district municipality, Section B 2 which indicated the problems and impacts facing the effectiveness of IDP in the district municipality. Section B 3, is about the evaluation of the level of public participation. Section C 1, highlighted the improvement of service delivery since the adoption of IDP, and section C2 shows the level of skill and capacity, understanding and readiness of municipal officials in the Dr Ruth Segomotsi Mompati district municipality.

The next chapter (chapter5) will cover the summary, findings, recommendations and conclusion of the whole study.

## **CHAPTER 5**

### **SUMMARY, FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

This is the final chapter of the study. This chapter focuses on the following: a brief summary of the study, major findings of the study, as well as major recommendations and areas for further future research.

#### **5.2 Summary**

Poor municipal service delivery is one crucial problem faced by many citizens due to problems such as finance, lack of training and development of municipal employees, failure to implement developmental plans and policies, and corruption in most of the municipalities in South Africa.

The Integrated Development Plans developed by local municipalities are the tools that should be used to ensure the sustainable development of both urban and rural areas through combating service-delivery backlogs and also high levels of unemployment and poverty. Yet, the IDPs developed by municipalities often fall short of achieving this objective as a result of various obstacles, three of which were subjected to scrutiny during this research. Firstly, the use of development indicators aims to ensure the measurability of development initiatives, thereby also ensuring the accountability of decision makers in local government. Development indicators guide municipalities in the allocation of scarce resources to those areas where they are most needed and, therefore form an essential part of an IDP. This study focused on evaluating the effectiveness of IDP as a tool to accelerate service delivery and economic growth in the Dr Ruth Segomotsi Mompati district municipality.

## **Chapter 1**

Chapter 1 focused on introducing the topic. It gave light and background to the study. Concepts were defined with the main key words: evaluation, IDP, accelerate, service delivery and economic growth. Background to the study was also discussed, which focused on municipal service delivery and problems facing municipalities in South Africa. Those problems included: finance, decentralization of authority, lack of IDP understanding, capacity skills of municipal employees and accountability. Research aim, objectives and methodology were also discussed. The area of study (Dr Ruth Segomotsi Mompati district municipality) as the main focus was also discussed, including the geography and history.

## **Chapter 2**

Chapter two deals with literature review of the study. Theoretical perspective on international IDP in countries such as Domica Islands, western European countries, Ethiopia, Uganda and Tanzania were discussed. In Dominica IDP focus is on coordinating and pricing policies, increase of exports earnings, investments, capital formation expenditure, employment and growth. Human resource development focuses on education services, investment in human resource, and multiple levels of service exports, earnings, consumption and growth. On South African literature review, focus was on service delivery in the country, economic growth, public participation and IDP. Strategies such as the Reconstruction and Development Programme (RDP), local economic development (LED), accelerated shared growth initiative in South Africa (ASGISA); the growth, employment and redistribution strategy (GEAR) and municipal service partnership (MSP) were discussed as policies before the adoption of IDP.

### **Chapter 3**

This chapter discussed the methodology and research design used in the study. It also focused on how data was collected, sampled and analysed. The study took a primary type of design, methodology used was qualitative, and questionnaires were used to collect data from a sample of 40. This was a probability sampling study and was a qualitative analysis. Frequency distribution was used to interpret and analyze the collected data.

### **Chapter 4**

The data collected via questionnaires was discussed in chapter four which dealt with data presentation, analysis and interpretation within the framework of the study. It included the follows: introduction to the chapter, organization and categorization, presentation of the data using charts, tables and graphs. 40 questionnaires were distributed and only 31 were returned.

### **Chapter 5**

Chapter 5 discusses a summary of the study, major findings, recommendations and future research and conclusion of the whole study.

#### **5.3. Major findings of the study**

##### **Findings on objective 1-Investigate the implementation of municipal Integrated Development Plan (IDP) in the Dr Ruth Segomotsi Mompati district Municipality**

According to table 4.9 under section B1 the implementation of IDP to accelerate service delivery is poor. It was found that projects/ services delivered by the municipality are not serving the purpose they are intended to. This is because of failure to implement developmental policies and strategies.

Table 4.10 also shows that lack of implementation of IDP results in failure to ensure sustainable development in order to focus on service delivery and economic growth.

Table 4.11 indicates that the district municipality fails to effectively manage its administration, budgeting and planning; this leads to municipal debt, excessive expenditure and a poor municipal revenue base.

### **Findings on objective 2- establish the problems and impacts faced by Integrated Development Plan (IDP) in the Dr Ruth Segomotsi Mompati district municipality**

Table 4.13 under section B2 shows that external problems such as finance, politics and centralization lead to poor service delivery in the municipality. It also indicates the main problem, which is the poor implementation of IDP.

Table 4.14 under the same section indicates that other problems include lack of training of employees; lack of knowledge and understanding of the IDP concept, service delivery backlog and poor infrastructure. It was also found that these problems have impacts such as health issues, crime, illiteracy, poverty, poor infrastructure and a high rate of unemployment.

### **Findings on objective 3-Evaluate the level of participation of the public in the Dr Ruth Segomotsi Mompati district municipality**

Table 4.17 under section B3 shows that there is a lack of public participation as there are problems such as marginalization of the public from decision-making process and limited access to media, and lack of education.

Table 4.18 under section B3 shows also that there is no public participation in economic growth and not much is done to encourage public participation in the district municipality.

#### **Findings on objective4-Determine the improvement of service delivery brought about by Integrated Development Plan (IDP)**

Table 4.19 under section C1 indicates that the life of the communities in this municipality has not changed. It was also found out that the majority of people do not even know what IDP is about. This gives the idea that the municipality is not doing enough to better the life of the public.

Table 4.20 also shows that there is no infrastructure upgrade where the respondents live. It was also found that there are no roads, drainage systems or any other kind of infrastructure where most of the respondents live.

Table 4.22 indicates that there are no basic services such as proper levels of water, shortages of RDP houses, toilets and sanitation. It was also found out that people in rural areas still travel long distances for these basic services, most still live in mud houses, others stated they can go for days without water and most still use improper toilets. There are no recreation facilities; this gives the idea those municipal objectives, and policy, economic strategies are not implemented.

Table 4.23 indicates that the level of unemployment is still high. Although some people believe that employment is improving they agree that most people in rural area do not have jobs and live in poverty. It was also found out that some youth do work on municipal project. People in villages survive on social grants and those that are working, are in petty jobs like working in grocery stores, which does not pay much. This means that the economic base of the municipality is poor because the municipality fails to provide for the poor, there is no participation in local economy and there is no injection in the economy.

**Findings on objective 5-Assess the level of skills and capacity of municipal officials and their knowledge, understanding and readiness, for successful and effective implementation of IDP to accelerate service delivery**

Table 4.22 under section B4 indicates that the municipal employees are not trained and developed. This means that these employees may not understand the concepts of IDP and how to implement it because of lack of training, understanding, readiness and development.

It was further found out that there is no employee development programme such as employee bursary schemes, training programmes and other development initiatives to develop employees.

**Findings on objective 5-Recommend effective ways to accelerate service delivery, poverty alleviation, job creation and economic growth through IDP**

Because objective 5, was about finding effective ways to accelerate service delivery, poverty alleviation, job creation and economic growth is related to recommendations, it is discussed under recommendations below. This is because the questionnaires could not ask the municipality to give recommendations; the researcher makes recommend/actions to the department.

## **5.4 Recommendations**

Recommendations from the researcher to the Dr Ruth Segomotsi Mompati are stated below. The municipality should take extreme caution and consideration should be taken into account to reach desired aims and objectives.

### **SECTION B1- Problems and impacts of ineffective IDP implementation in municipality**

#### **Addressing of financial problems in the municipality**

The municipality should address matters such as finance by encouraging sponsors, funds and donations from private companies.

#### **Motivation**

According to chapter two of this research, basic services are to be provided by any municipality in collaboration with other government departments and private companies where necessary (Serban, 2010:2-3). The municipality can take the experience of other countries into consideration, such as the strategic development plan of Dominica Islands discussed in chapter two. The Dominican Island take the model of: coordinating and pricing, increasing of exports earnings, investments, capital formation expenditure, employment and growth. This will assist the municipality to reduce excessive expenditure, municipal debt and poor municipal revenue base, so that the municipality can deliver services effectively.

#### **Effective implementation of IDP**

Failure to implement development policies such IDP, LED, MSP is a plague in most of the country's municipalities. The IDP has been characterized as having good plans and strategies, where all spheres of government are integrated to deliver effective service

delivery to members of the public, but it is no use in having good development plans when they are not implemented

## **Motivation**

According to Pycroft, (2001:98) failure to implement IDP leads to poor service delivery, poverty, unemployment and poor economic growth. IDP in half of the municipalities in South Africa is treated as a guideline, a plan and a framework rather than an official policy and is not implemented.

In the British Virgin Islands, the successful implementation of integrated development planning in their context meant elimination of the disparities in economic progress across districts and in the provision of supportive activities such as competitiveness and business development, human resources development and infrastructural services (O'Neal, 2000:8).

Implementation of IDP programmes should be through-: Strengthening data systems; Building financial management capacity and accountability; Respect for leadership and responsibility in determining the design, contents and implementation of the programme; Sharing information of staff assessment; Sharing experience from other countries; Aligning financial disbursement modalities and policy conditionality to strengthen the IDP implementation process, and assisting to overcome institutional and Human resource constraints. The IDP requires mechanisms for ongoing stakeholder involvement in the preparation of the plan, definition of programs and projects, implementation of associated actions and in the review of performance for possible corrective action. Effective implementation of IDP will assist the municipality to promote social and economic development in order to accelerate service delivery.

## **Reduction in political and decentralization issues**

A recommendation from the World Bank researchers (Ahmad et al: 2005) in chapter 2 is the hope that decentralization to locally elected governments will narrow the jurisdiction served by a government, and the scope of public activities for which it is responsible then citizens will find it easier to hold government accountable.

## **Motivation**

Roughly speaking, decentralization improves outcomes to the extent that physical proximity increases voter information, participation, and monitoring of performance, and to the extent that narrowing the scope of responsibilities of each tier of government decision makers reduces their ability to shirk some responsibilities by performing better on others. But in order to fully analyse the question of whether locally elected governments have better incentives for service delivery we must begin with the question of why any level of democratic government in developing countries, where politicians presumably depend upon support from the majority of poor people, fails to provide the basic social services from which poor people benefit. Politics and development should be separated where necessary (Ahmad et al: 2005).

## **Local Economic development**

The municipality should strive to strengthen local economy by encouraging youth and woman to participate in the economy. Programmes such as community projects, MSP, SMMEs, NYDA, SEDA and BEE should be presented and made available to the public.

## **Motivation**

Powel states municipalities with a weak revenue base cannot survive on the current municipal infrastructure grant and equitable share funding allocations to fulfil their mandate. Such allocations are insufficient to ensure universal access to small municipalities to eradicate backlogs. Thus municipalities with financial limitations cannot translate their IDPs to workable socio-economic programmes. The State of Local Government in South Africa Report (2009) further notes that the distribution of the equitable share always favours metros over local municipalities and that the national government has failed to devise a sustainable strategy for supporting municipalities that are inherently different, and confront unique problems that are linked to their location in a distorted spatial economy (Powel: 2009).

The Municipal Finance Management Act requires municipalities to take reasonable steps to ensure that the resources of the municipality are used effectively, efficiently and economically. Good financial management is the key to local delivery. It is quite disturbing to note that most municipalities are generally associated with the worst form of financial management. Corruption, financial mismanagement and non-compliance with financial legislation are common in most municipalities. Consequently, this results in poor performance thus the delivery of social services is compromised (Act No: 56-2003). Activation and development of the local economy should be made a priority of the municipality; this will help to strengthen the municipal economy and accelerate service delivery

## **SECTION B 2**

### **Encouragement of public participation**

Disadvantaged communities are often marginalized from decision-making processes due to various factors such as time constraints, limited access to the media, and lack of education. This has been proven to lead to lack of accountability of elected

representatives, corruption within municipalities and poor municipal service delivery. Public participation should be highly encouraged in the municipality; this should be done through IDP forums, media, radio slots, information sheets, municipal websites and others. Economic participation should be done through community projects, woman and youth empowerment, BEE and SMMEs.

### **Motivation**

Davids (2005, 19-29) as discussed in chapter 2, defines public participation as an inclusive process aimed at deepening democracy through formal participatory mechanisms. He argues that authentic public participation should entail participation in decision –making, implementation, monitoring and evaluation, as well as in sharing the benefits of governance and development outputs and outcomes. On the same lines, Creighton (2005:7) defines public participation as the process by which public concerns, needs and values are incorporated into governmental and corporate decision-making. The municipality should strengthen these initiatives to ensure broader public participation if it is to play a meaningful role in promoting accountability.

### **SECTION B4**

#### **Training and development of municipal employees and monitoring and evaluation of municipal objective.**

The municipality should invest in its personnel. This can be done by giving employees training courses and workshops, or allocating an education bursary for those who wish to further their studies. Another important aspect is evaluation and monitoring of municipal objectives. Objectives are the guidelines used to reach a specific goal; if they are not monitored and evaluated properly, the municipality will lose direction and will not know how far they are from reaching the goal. Therefore it is imperative for a municipality to review, evaluate and monitor objectives.

## **Motivation**

Other factors that undermine the performance of municipalities is the availability and shortage of the required skills. The State of Local Government in South Africa Report (2009), points out that skills deficit within municipalities remains a major challenge. A significant number of municipalities do not have the managerial, administrative, financial and institutional capacity to meet the rising needs of local people.

A dedicated, trained, skilled IDP official is needed in each municipality to improve the IDP process; IDP officials also have to be provided with proper training in development planning and especially in facilitating community participation. This will help to accelerate service delivery and economic growth when employees can do what they are expected to do; they will understand the concept and implement it. All performance objectives of the municipality should be linked to a timeframe and an output, e.g. number of new water connections. However, it is only once baseline information becomes more accessible that targets can be linked to the existing backlogs.

## **SECTION C1**

### **Acceleration of service delivery and Economic growth through IDP**

The municipality should strive to provide service delivery that is serving the purpose as it the aim of IDP.

## **Motivation**

According to the second section of the White Paper, Developmental Local Government (1998), puts forward a vision of a developmental local government, which centres on working with local communities to find sustainable ways to meet their needs and improve the quality of their lives. This is because it is useless to provide services that are not

needed by the public, or do not change their life for the better. To ensure this does not happen, the public should be involved in decision-making. The municipality should ensure integrated and sustainable development by focusing on service delivery and economic growth.

### **Effective management, budgeting and planning**

Management, budgeting and planning are crucial aspects of any municipality striving for economic development and effective service delivery. The municipality should manage its finances by keeping them in order and by accounting for every cent spent.

### **Motivation**

As discussed in chapter two, Martin (2002) also believes that as a Planning Process, IDP should address effective budgeting, and proper planning. Most of the municipalities in South Africa are in financial debt because of poor budgeting and planning. When you budget and plan properly and stick to these two aspects, you can never go wrong

### **Promotion of social and economic development**

The main aim of IDP is to promote social and economic development so that societies can be independent from government. Promotion of such aspects is crucial and relevant to municipalities. The municipality should also participate in national and provincial development programmes.

## **Motivation**

Municipalities should promote public participation in IDP projects especially in economic development. This will give them the freedom from depending on government; this will also give them sustainable development.

## **SECTION C2**

### **Aggressive addressing of service delivery and economic growth**

According to table 4.16 the lack of IDP leads to social, political, educational and economical depression. Developmental plans and policies should not be treated only as guidelines, and plans for the future but also be put into action. This can be done by appointing skilled employees who understand the concepts of IDP clearly, proper management, planning and budgeting, involvement of public, and encouragement of external investment, proper accountability and decentralization. This will give good progress on service delivery and economic growth.

## **Motivation**

As mentioned in chapter one, municipal economic growth is defined by technological innovations, access to water, adequate housing, job creation, alleviation of poverty, infrastructure, proper sanitation, telecommunication, total reduction in backlogs and creation of a strong municipal revenue base (Ruiters, 2007). Failure to treat the previously discussed information as interdependent and interrelated leads to poor deliverance of municipal services, as the findings of this study indicated.

## **SECTION C3**

### **Effective implementation of Strategies, plans, policies, initiatives and programmes**

Implementation of IDP should be made imperative and basic. It is of no use to have relevant policies on paper, which are not practiced. Having dedicated, skilled, trained and educated employees who have the public's interest at heart, can do this.

#### **Motivation**

Since 1994, the South African government has provided regulations, policies and laws for integrated and coherent socio-economic progress primarily based on developmental Programmes. These efforts are initiated to effectively address the challenges of poverty, inequality, unemployment and poor service delivery. But because all these policies are only good on paper and not implemented, there is no progress from the day they were initiated.

Other recommendations, which are not in the questionnaire but relevant and imperative to the municipality to consider, are discussed below:

#### **Institutionalizing community participation**

Community participation should become an intrinsic part of municipal operations, and not merely an IDP activity. In order for this to happen, councillors and officials have to be trained in the importance of their role, as well as the various levels of participation, methods and approaches to community participation. Also, sectoral forums and ward committees should be given administrative support and regularly reported to. Local newspapers or radio stations should also be utilized to reach people who do not attend Integrated Development Plan Representative (IDPRF) meetings.

### **Involve disadvantaged and minority groups**

Mechanisms should be put in place to ensure that minority and disadvantaged groups are represented in IDP Representative Forums. These include, amongst others: assisting the youth, the elderly, the disabled and women to establish coordinating bodies, taking into consideration the seasonal demands of the agricultural sector when organizing gatherings; arranging transport for disabled representatives; ensuring that the time and venue of gatherings conform to the demands on women, and also the business community; notifying representatives of meetings well in advance and distributing information prior to meetings to enable representatives to consult their constituents. Also, community participation should not be limited to a meeting setup, which can easily be dominated by the educated and the well spoken. Minority groups especially women, should be consulted separately to allow them to contribute without gender relations influencing their inputs.

### **Increased and targeted support from other spheres of government**

The participation of national and provincial departments in the IDP representative forums should not be negotiable. These departments should also be required to keep up to date information about their infrastructure (e.g. schools and clinics) and about the availability of services offered there. The implementation of projects that are not included in the IDPs of municipalities should also not be allowed. National and provincial programmes that put additional strain on human resources at the municipal level, such as EPWP, should be accompanied with funding for the appointment of additional personnel. Also, technical advisors on IDP and LED should be available at the provincial level to assist municipalities.

## **5.5 Value of the research and further research topics**

Priority for future research on quality and improvement service delivery in municipality should include the following.

The value of this research lies in the fact that it highlights various shortcomings in the IDP processes, which, if addressed, could assist in improving service delivery and community empowerment. As stated in the aim of the study, this study has only attempted a critical analysis of the effectiveness of IDPs. During the research a number of research problems were identified, of which the following deserve to be mentioned:

- Broadening of the regional dimension of this study to the national level in that circumstances within the provinces vary considerably.
- As most municipalities have neither the human nor the financial resources to conduct local surveys, feasible mechanisms for improving the availability of up to date baseline information should be investigated. Institutions such as HRC, NRF should be used.
- The effectiveness of the ward committee system in ensuring community participation and increasing awareness of municipal programmes needs to be investigated. This did not form part of the study, most ward committees being dysfunctional at the time of the study.
- Provincial and National Government IDP Support Mechanisms is a topic that definitely needs further research.
- Analysis of the role of IDP officials at municipalities in accelerating service delivery and economic growth should be carried out.

## **5.6 Conclusion**

Every day many South Africans deal with the provision of poor service delivery due to the municipality's failure to deliver effective, efficient, economic and timeous services. Provision of good quality service delivery requires that the whole municipal system be functioning with well trained and motivated staff, adequate services and equipment, good referral networks and appropriate management and support. The consequences of poor service delivery result in high levels of unemployment, illiteracy, poverty, health issues,

crime, municipal debts, municipal excessive expenditure, a poor municipal revenue base and service delivery backlogs.

There is no doubt that since 1994 a great deal has been achieved and that many policies have been put in place, which, if they were to be successfully implemented, would enhance the progressive realization of the right to access proper levels of basic service delivery. These policies include those discussed in chapter two, ASGISA, GEAR, LED, RDP and MSP; however it is the implementation of these policies which has proved to be a major stumbling block. The participation of national and provincial departments in the IDP representative forums should not be negotiable. These departments should also be required to keep up-to-date information about their infrastructure (e.g. schools and clinics) and about the availability of services offered there. The implementation of projects that are not included in the IDPs of municipalities should also not be allowed. National and provincial programmes that put additional strain on human resources at the municipal level, should be accompanied with funding for the appointment of additional personnel. Also, technical advisors on IDP and LED should be available at the provincial level to assist municipalities.

It is clear from the characteristics of community participation in Dr Ruth Mompati District Municipality that community participation in this district municipality is still very limited. Although a number of structural constraints exist (for example, small municipalities with limited staff), the importance of community participation for sustainable development, as well as for nation building, has not yet been realized. To a large degree, the nature of community participation in the IDP processes of these municipalities suggests compliance with legislation and procedures, rather than the use of community participation to enrich IDPs and address the problems of vulnerable groups, and create opportunities for a prosperous economy. This situation will have to be addressed to avoid outbursts of civil unrest, as experienced in other areas of the North West from 2005. Moreover, if development initiatives are to be sustainable, municipal

officials will have to realize that the benefits of community participation still outweigh the potential drawbacks in terms of time and money.

This study evaluated the effectiveness of IDP as a tool to accelerate service delivery and economic growth in the Dr Ruth Segomotsi Mompati District Municipality. This study arrived at findings that there is still much to be done in addressing the problem of service delivery, findings such as: lack of delivery of basic services, lack of public participation, problems such as Finance, politics, centralization of authority, and employees who are unskilled, not trained, not educated. All these problems play a major role in the failure of the municipality to implement IDP effectively. According to findings this study arrived at, this study concluded that IDP in the Dr Ruth Segomotsi Mompati district Municipality is not effective, and consequences of this are experienced by members of the public residing in rural areas.

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## VOLUNTARY QUESTIONNAIRE

Department of Public Administration

North West University (Mafikeng campus)

Researcher: Miss M.P Mokae

Topic: An evaluation of the effectiveness of Integrated Development Plan (IDP) as a tool to accelerate service delivery and economic growth in the Dr Ruth Segomotsi Mompati District municipality

Before you start!

The researcher would like to thank you for taking time from your busy schedules to undertake this study. The questionnaire is designed in such a way that you can establish your personal opinion on the issues of Integrated Development Plan.

Please do not discuss the questionnaire with your colleagues or anyone else as the intention is to have your unbiased opinion.

The researcher assures you of utmost confidentiality and will never under any circumstances disclose personal details of the respondents.

How to complete

Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part.

You can mark each response by making a tick or cross on each appropriate response with a pen (not pencil).

Thank you for successfully completing this questionnaire

## Section A: BIOGRAPHICAL DATA

### 1. Gender

male	
female	

### 2. Age

18-24			
24-28			
28-32			
32 and above			

### 3. Language

Setswana				
Xhosa				
English				
Afrikaans				
Other (specify)				

### 4. Residential area

Urban area			
Rural			
Location/RDP			
Other(specify)			

### 5. Education

matric				
Degree				
Post graduate				
Under matric				

**6. Job status**

IDP official					
Manager					
Government employee					
CFO					
Other					

**7. Experience**

0-3			
4-7			
7 and above			

**8. Utilization of municipal services**

Never			
Regularly			
occasionally			
Other (specify)			

**SECTION B1:**

**INVESTIGATION OF THE IMPLEMENTATION OF IDP IN THE DR RUTH  
MOMPATI DISTRICT MUNICIPALITY**

**TABLE 4.9**

proper implementation of	Strongly agree	agree	Strongly disagree	Disagree
IDP is known, followed and executed and monitoring and evaluation is done regularly				

**TABLE 4.10**

Projects/services delivered by the municipality to the	Strongly agree	Agree	Strongly disagree	Disagree
public are serving the purpose as it is the aim of IDP				

**TABLE 4.11**

IDP in the district municipality is	Strongly agree	Agree	Strongly disagree	Disagree
ensuring integrated and sustainable development by focusing on service delivery and economic growth				

**TABLE 4.12**

The district municipality	Strongly agree	Agree	Strongly Disagree	Disagree
effectively manages its administration budgeting and planning as to give priority to the basic needs of the public				

**SECTION B 2: PROBLEMS FACING THE EFFECTIVENESS OF IDP IN THE DR  
RUTH SEGOMOTSI MOMPATI DISTRICT MUNICIPALITY AND THEIR IMPACT  
ON THE SOCIETY**

**TABLE 4.13**

1.The municipality is faced by problems of external factors such as finance, national centralized plans and politics	Strongly agree	agree	Strongly disagree	disagree
2. The main problem of producing IDP and economic growth is implementation				

**TABLE 4.14**

**OTHER PROBLEMS**

Other problems include lack of training of employees, lack of knowledge and understanding of IDP, recruitment of none relevant employees; service delivery backlogs and upgraded infrastructure				

**IMPACT OF POOR IMPLEMENTATION OF IDP**

**TABLE 4.15**

Lack of effective service delivery result in issues such as social under-development, health issues, crime, high rate of illiteracy and poverty	Strongly agree	agree	Strongly disagree	disagree

**TABLE 4.16**

**Economic impacts and other impacts**

This include rate of unemployment, poor infrastructure and poor municipal economic revenue base	Strongly agree	Agree	Strongly disagree	Disagree
Other impacts include backlogs on service delivery, municipal debt and excessive municipal expenditure				

**SECTION B 3**

**EVALUATION OF THE LEVEL OF PUBLIC PARTICIPATION IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY**

**TABLE 4.17**

The level of public participation has improved over the years since the adoption of IDP	Strongly agree	Agree	Strongly disagree	Disagree

**TABLE 4.18**

1.Public participation of IDP is through IDP forums, media, radio slots, information sheets, municipal websites and others	Strongly agree	Agree	Strongly disagree	Disagree
2. Problems of public participation include, marginalization of the public from decision taking processes due to various factors such as time constraints, lack of knowledge, educational level and lack of municipal communication				

**SECTION C1: IMPROVEMENT OF SERVICE DELIVERY SINCE THE ADOPTION OF IDP IN THE DR RUTH MOMPATI DISTRICT MUNICIPALITY**

4.19. In your own words how have IDP improve the lives of members of the community and economic growth?

.....

.....

.....

4.20. Have infrastructure been improved since the adoption of IDP? (ELABORATE)

.....  
.....

4.21. does the community have access to basic services like water, sanitation, RDP and toilets ,explain how this affect your life.

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

4.22. In your own opinion explain the level of unemployment, IDP projects in the municipality?

-----  
.....  
.....

**SECTION C4: ASSESSMENT OF THE LEVEL OF SKILLS AND CAPACITY,  
UNDERSTANDING AND READINESS OF MUNICIPAL OFFICIALS IN THE DR RUTH  
MOMPATI DISTRICT MUNICIPALITY**

**TABLE 4.23**

All the officials of the Dr Ruth Mompoti are skilled and have the capacity to carry out IDP objectives. They also understand IDP and are ready to accelerate service delivery through IDP	<b>Strongly Agree</b>	<b>Agree</b>	<b>Strongly Disagree</b>	<b>disagree</b>

**TABLE 4.24**

1. Training and development of IDP employees will assist accelerate service delivery and economic growth	Strongly agree	Agree	Strongly disagree	Disagree
2. employees are skilled through workshops, municipal courses, training programmes and employee bursary schemes				