

**THE ROLE OF THE INTEGRATED DEVELOPMENT PLAN IN
COMMUNITY DEVELOPMENT: A CASE OF CAPRICORN DISTRICT
MUNICIPALITY, LIMPOPO PROVINCE.**

By

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ABSTRACT

The focus of this study is on the role of the integrated development plan in community development. This study focuses on Limpopo province, but for the purpose of this study the research was conducted in Capricorn district municipality which is comprised of the following five (5) local municipalities: Blouberg, Aganang, Molemole, Polokwane and Lepelle-Nkumpi. The District Municipality is expected by the government and communities to play an active role towards community development as a central feature on local government development. The district municipality must be involved in the development of its communities in partnership with local municipalities, communities and other structures which can play an active role in community development. The integrated development plan is a process through which a municipality can establish a developmental plan for the short, medium and long term.

In terms of the Local Government Municipal Structures Act No 117 of 1998 all municipalities have a responsibility and accountability to develop their communities which will have an impact on the daily lives of South Africans. In view of this mandate, Capricorn District Municipality must develop its vision, mission and objectives to meet community needs and improve the quality of life of all people. Developmental local government is local government committed to work with citizens and groups within the community in order to find sustainable ways to meet people's social, economic and material needs. South Africa and in particular Capricorn District Municipality has a back-log of services that have not been provided to the previously disadvantaged communities. The integrated development plan is intended to redress all the past economic imbalances. Municipalities must focus their efforts and resources on community development especially on communities and groups which have been previously marginalised or excluded from economic and community development, such as women, disabled people, and very poor people by the apartheid government. Challenges of the integrated development plan which are experienced by the community are poor service delivery, poor implementation of the integrated development plan, corruption in district municipal projects and poor financial management.

The researcher intends to follow a mixed method approach in which both qualitative and to a lesser degree quantitative approaches will be used. The reason for using a mixed method is because the study can be integrated in such a way that qualitative and quantitative methods will retain their originality. In this study, a qualitative approach is applicable because it allows openness to ideas, opinions, feelings, experiences and perceptions which may be expressed by research participants to the researcher. The researcher will for the purpose of this study be more interested on the qualitative study as it will be able to give results from the respondents.

The researcher will use a Likert scale questionnaire in order to source out information regarding the role of the integrated development plan in community development. The researcher will use non-probability sampling and its subtype purposive sampling method in order to obtain results from participants. Although there are different types of sampling, the researcher intends to use non probability sampling which is by and large more successful than quota sampling. In this process, purposive sampling will also be used as it is based on the judgment of the researcher regarding the characteristics of the participants.

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DECLARATION OF ORIGINALITY

I, student, **Ratshilumela Simon Nembudani (Student No. 8601570)**, declare that this thesis hereby submitted for the Doctor of Administration (Public Administration) in the School of Management Sciences at the University of Venda has not previously been submitted for a degree at this or any other University of Institution. That it is my own work in design and in execution and that all reference material contained therein has been duly acknowledged.

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GLOSSARY OF TERMS

Integrated Development Plan (IDP) – An integrated development plan is a participatory approach to integrate economic, sectorial, spatial, social, institutional, and environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth equity and the empowerment of the poor and the marginalised.

Community Development – It is a process of improving the quality of life in all economic sectors.

Capricorn District Municipality (CDM) - A category C municipality that has the municipal executive and legislative authority in an area that includes more than one municipality.

Service Delivery – Municipal services such as water, roads, electricity and housing.

Community – Settlement of people who share common beliefs, norms and economic life.

Councilor – A member of the municipal council.

Traditional Leader – A community representative who is a leader by birth within a particular community.

Municipal Mayor – A political office bearer of a municipality.

TABLE OF CONTENTS

ABSTRACT	i
ACKNOWLEDGEMENTS.....	iii
DECLARATION OF ORIGINALITY	iv
GLOSSARY OF TERMS	v
CHAPTER ONE: INTRODUCTION.....	1
1.1 INTRODUCTION.....	1
1.1.1 Location	4
1.2 BACKGROUND TO THE STUDY	5
1.3 PROBLEM STATEMENT.....	6
1.4 SIGNIFICANCE OF THE STUDY.....	8
1.5 PURPOSE OF THE STUDY	10
1.6 AIM OF THE STUDY.....	11
1.7 SPECIFIC OBJECTIVES OF THE STUDY	12
1.8 TOOLS AND APPROACHES FOR DEVELOPMENTAL LOCAL GOVERNMENT.....	12
1.9 CRITICAL RESEARCH QUESTIONS.....	12
1.10 DELIMITATION OF THE STUDY.....	13
1.11 LIMITATIONS OF THE STUDY	14
1.12 LITERATURE REVIEW	15
1.12.1 CONSTITUTIONAL BACKGROUND OF SOUTH AFRICA.....	15
1.12.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996 (ACT NO 108 OF 1996).....	15
1.12.3 LOCAL GOVERNMENT: MUNICIPAL SYSTEM'S ACT, 2000 (ACT 32 OF 2000)	17
1.13 RESEARCH METHODOLOGY AND DESIGN.....	19
1.13.1 POPULATION	20
1.13.2 SAMPLING.....	20
1.13.3 DATA COLLECTION	21
1.13.4 ETHICAL CONSIDERATIONS.....	22
1.14 CONCLUSION.....	23

CHAPTER TWO: LITERATURE REVIEW	25
2.1. INTRODUCTION	25
2.2 THE STATE OF IDP IN THE CAPRICORN DISTRICT MUNICIPALITY	27
2.3. PUBLIC PARTICIPATION AND THE INTEGRATED DEVELOPMENT PLAN.....	29
2.4. KEY PERFORMANCE AREA OF THE MUNICIPAL IDP	29
2.4.1 Basic Service and Infrastructure.....	30
2.4.2 Local Economic Development	30
2.4.3 Municipal Institutional Transformation and Development	31
2.4.4 Good Governance and Public Participation	31
2.4.5 Municipal Financial Viability and Management.....	32
2.4.6 Spatial Development Planning	32
2.5 COMMUNITY DEVELOPMENT ENVIRONMENT	32
2.5.1 Political Development Environment	33
2.5.2 Social Development Environment.....	34
2.5.3 Cultural Development Environment.....	35
2.5.4 Economic Development Environment	35
2.5.5 Psychological Development Environment	36
2.5.6. The Community as main actor in Community Development.....	37
2.6 LEGISLATIVE FRAMEWORK OF THE INTEGRATED DEVELOPMENT PLAN.	37
2.6.1 The Constitution of the Republic of South Africa, 1996.	37
2.6.2. Local Government: Municipality Systems Act, 2000 (Act 32 of 2000)	44
2.6.3 Local Government Municipal Structures Act 1998 (Act No. 117 of 1998).....	45
2.6.4 Municipal Finance Management Act, 2003 (Act No.56 of 2003)	45
2.6.5 The White Paper on Local Government, 1998	46
2.6.6 The Local Government Transition Act, 1996 (Act 97 of 1996).....	49
2.7 THE PURPOSE OF THE INTEGRATED DEVELOPMENT PLAN.....	50
2.7.1 Integrated Development Plan as an Agent of Transformation	51
2.8. THE FORMULATION OF INTEGRATED DEVELOPMENT PLAN.....	53
2.8.1. Phase 1: Analysis.....	53
2.8.2 Phase 2: Strategies	56
2.8.3 Phase 3: Projects	57
2.8.4 Phase 4: Integration.....	58
2.8.5 Approval	58
2.9 CHALLENGES IN THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN	59

2.9.1 Municipal Capacity.....	59
2.9.2 Interdepartmental Relations	59
2.9.3 Public Participation.....	60
2.9.4 Relationship between the plan and implementation.....	60
2.9.5 Mode of implementation of the project.....	61
2.10 THE POWERS AND FUNCTIONS OF CAPRICORN DISTRICT MUNICIPALITY TOWARDS COMMUNITY DEVELOPMENT	62
2.11 INSTITUTIONAL ARRANGEMENTS OF THE ROLE PLAYERS OF THE INTEGRATED DEVELOPMENT PLAN.....	66
2.11.1 Municipal Council	67
2.11.2 The Mayoral Committee.....	67
2.11.3 Municipal Manager/ IDP Manager.....	67
2.11.4 IDP Steering Committee	67
2.11.5 IDP Representative Forum.....	68
2.11.6 Additional Challenges in the implementation of the integrated development plan	68
2.11.7 Benefits of the Integrated Development Plan.....	72
2.12 BATHO PELE PRINCIPLES AND THE INTEGRATED DEVELOPMENT PLAN	74
2.12.1 Consultation	74
2.12.2. Service Standards.....	77
2.12.3 Access	78
2.12.4 Courtesy	79
2.12.5 Information	79
2.12.6 Openness and Transparency	80
2.12.7. Redress.....	80
2.12.8. Value for money	81
2.13 PUBLIC PARTICIPATION IN THE FORMULATION AND IMPLEMENTATION OF THE IDP	81
2.14 IDP DEVELOPMENT PRIORITIES IN ALL MUNICIPALITIES IN THE CDM	90
2.15 CDM POLITICAL MANAGEMENT LEADERSHIP	94
2.16 INTERGOVERNMENTAL RELATIONS	96
2.17 NODAL DEVELOPMENT POINTS.....	99
2.18 THE SIGNIFICANCE OF LEADERSHIP AND MANAGEMENT OF IDP IN COMMUNITY DEVELOPMENT.	101
2.18.1 Leadership.....	101
2.18.2. Management	103
2.18.3 Leadership versus Management.....	105

2.19 Conflict Resolution, Mediation and negotiations in the IDP process.	108
2.19.1 Causes of Conflict in the IDP Process.....	108
2.19.2 Requirements for Good Negotiator in IDP Processes.	110
2. 20. LOCAL ECONOMIC DEVELOPMENT	111
2.20.1. Growing the First Economy.....	112
2.20.2. Developing the Second Economy.....	112
2.20.3. Knowledge Economy.	112
2.20.4. Land and Infrastructure.	112
2.20.5. Governance and Partnership	113
2.21. NATIONAL DEVELOPMENT PLAN	113
2.22. STRENGTH, WEAKNESS, OPPORTUNITY AND THREATS (SWOT) OF CDM.	114
2.22.1. Strength (Internal)	115
2.22.2. Weaknesses (Internal)	115
2.22.3. Opportunities (External)	115
2.22.4. Threats (External).....	115
2.23. CONCLUSION	119

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY.....	120
3.1 INTRODUCTION	120
3.2 RESEARCH DESIGN.....	121
3.2.1 Exploration	121
3.2.2 Description	122
3.2.3 Explanation.....	122
3.3 RESEARCH METHODOLOGY	122
3.4 POPULATION.....	126
3.5 SAMPLING	127
3.5.1 The Sampling Frame	128
3.5.2 Sampling Technique	128
3.6 TYPES OF SAMPLING	128
3.6.1 Random Sampling.....	128
3.7 NON-PROBABILITY SAMPLING.....	130
3.7.1 Convenience or Accidental Sampling	130
3.7.2 Purposive Sampling.....	132
3.7.3 Quota Sampling.....	133
3.7.4 Target Sampling.....	133
3.8 RESEARCH DESIGN.....	134
3.9 POPULATION.....	135
3.10 RECONFIGURATION OF LIMPOPO MUNICIPALITIES.....	137
3.11 CAPRICORN DISTRICT ORGANISATIONAL STRUCTURE.....	138
3.11.1 Communities	139
3.11.2. Employees and councilors.....	140
3.11.3 Local Municipalities	140
3.11.4. Media.....	141
3.11.5. Traditional Leaders	141
3.11.6. Academic Institutions.....	142
3.11.7. Business Community	142
3.11.8. Non-Governmental Organisation (NGO) and Cultural Organisations.....	143
3.11.9. Sector Departments.....	143
3.12 CONCLUSION	143

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION OF RESULTS AND RESEARCH FINDINGS.....	145
4.1 INTRODUCTION.....	145
4.2 STATISTICAL TECHNIQUES OF DATA ANALYSIS.....	146
4.2.1 Count	146
4.2.2 Describe.....	146
4.2.3 Comparison	147
4.2.4 Categories	147
4.3 LEVELS OF MEASUREMENT.....	147
4.3.1 Nominal Measurement	147
4.3.2 Ordinal Measurement.....	147
4.3.3 Interval Measurement.....	148
4.3.4 Ratio Measurement.....	148
4.4 VALIDITY OF RESEARCH FINDINGS.....	148
4.5 BIOGRAPHICAL DATA OF RESPONDENTS (SECTION A).....	148
4.6 FORMULATION AND IMPLEMENTATION OF THE IDP (SECTION B)	148
4.7 MUNICIPAL AND COMMUNITY COMMITMENT TO IDP (SECTION C).....	149
4.8 SOURCES OF MUNICIPAL AND COMMUNITY NEEDS (SECTION D)	149
4.9 THE IDP IS THE TOOL FOR COMMUNITY DEVELOPMENT. (SECTION E).....	149
4.10 CONCLUSION	193
CHAPTER FIVE: CONCLUSION AND RECOMMENDATION.....	194
5.1 INTRODUCTION.....	194
5.2 GENARAL CONCLUSION.....	195
5.3 RECOMMENDATIONS	196
5.3.1 Policy Making	196
5.3.2 Finance	197
5.3.3 Human Resource Management	197
5.3.4 Organising	197
5.3.5 Procedures	198
5.3.6 Control	198
5.3.7 Politics and Administrative Interface.....	198
5.3.8 Respect of Constitutional Values and Principles	199
5.3.9 Upholding Good Governance.....	199
5.3.10 Effective, Efficient Leadership and Innovation	200
5.3.11 Back to Basics Programme	200

REFERENCES.....	202
ANNEXURES.....	205
ANNEXURE A: LETTER TO RESPONDENT	205
ANNEXURE B: CONSENT FORM.....	206
ANNEXURE C: QUESTIONNAIRE	207
ANNEXURE D: 2016/17 IDP/BUDGET REVIEW ACTION PROGRAMME	212
ANNEXURE E: Letter of approval from CDM.....	217

CHAPTER 1

1.1 INTRODUCTION

In terms of the Constitution of the Republic of South Africa, 1996, the South African Government is organised into national, provincial and local spheres. This system of government is referred to as a unitary state (Gildenhuys, 2000:8). A unitary state is characterised by the centralisation of legislative and executive powers at the national government, the decentralization of executive and legislative powers to the provincial government and further decentralisation of the executive and legislative powers to local government. The essence of a unitary state is that the authority is concentrated within the national government, and where the other spheres of government exercise only that authority delegated to them by the national government. The executive and legislative authority of the national government is unrestricted because the constitution of the unitary state does not allow for any law-making body other than the national government, except where executive and legislative powers have been delegated as in the case of provincial and local governments (Gildenhuys, 2000:9).

In terms of the Constitution of the Republic of South Africa, 1996, there are three categories of Municipalities, namely Category A, Category B and Category C. South Africa has three categories, metropolitan municipalities, forty-seven category C district municipalities and two hundred and eighty four category B local municipalities. All these municipalities are spread in all nine provinces namely: Eastern Cape, Free State, Gauteng, Kwa-Zulu Natal, Limpopo, Mpumalanga, Northern Cape, Western Cape and North West (Section 103 and 155 of the Constitution of the Republic of South Africa, 1996). These municipalities have the role of developing communities in terms of the following five constitutional objectives (Section 152 of the Constitution of the Republic of South Africa, 1996):

- To provide democratic and accountable government for local communities.
- To ensure the provision of services to communities in a suitable manner.
- To promote social and economic development.
- To promote a safe and healthy environment, and

- To encourage the involvement of communities and community organisations in the matters of local government.

In order to attain the above objectives and to develop and sustain community development, municipalities have developed an Integrated Development Plan to harmonise the quality, efficiency and effectiveness of service delivery to the communities in a sustainable manner.

The Integrated Development Plan is a mechanism or tool that municipalities use to meet community development. Municipalities are to be developmental in order to meet community needs (Westonaria Local Government Municipal Annual Report, 2010/11:12ity, 2010/11).

Limpopo Province has five category C districts municipality which are Vhembe District Municipality, Mopani District Municipality, Waterberg District Municipality, Capricorn District Municipality, and Sekhukhune District Municipality. All these municipalities have local municipalities to deliver services to the people. For the purpose of this study, the focus of the role of Integrated Development Plan will be on Capricorn District Municipality which has a population of 1 261 463. The district municipality has the following five local municipalities: Aganang Local Municipality, Blouberg Local Municipality, Lepelle-Nkumpi Local Municipality, Molemole Local Municipality and Polokwane Local Municipality. This study will focus on the role of the Integrated Development Plan in the Capricorn District Municipality (STATSSA, Census 2011).

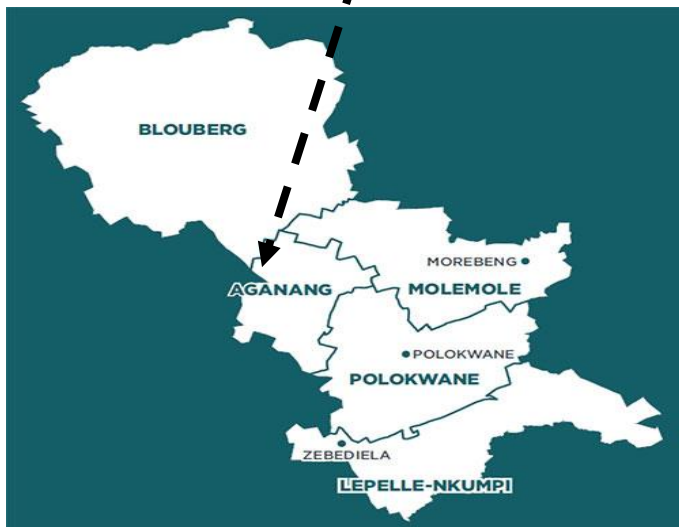
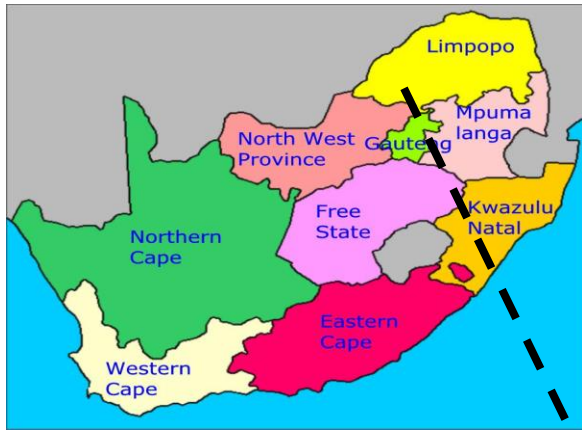
Capricorn District Municipality is a category C municipality, which was established in the year 2000 in terms of Local Government Municipal Structures Act, 1998 (Act No. 117 of 1998). This municipality has a mayoral executive system which provides services in bulk to local municipalities (Cloete and Thornhill, 2005:80). In terms of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), Capricorn District Municipality's role and functions include promoting and integrating the development plan including a framework for Integrated Development Plans of all municipalities in its area of jurisdiction.

Capricorn District Municipality deals with bulk functions which include: supplying electricity in the district although this function is currently rendered by Eskom whilst the district is subsidising free basic electricity within five municipalities, domestic waste, water

and sewage disposal system, municipal roads which form an integral part of a transport system for the area of the district municipality as a whole, regulation of passenger transport service, municipal health services serving the area of the district municipality, firefighting services, promotion of local tourism for the area of the district municipality, water services, municipal airports and ensuring integrated development planning for the district as a whole, promotion of bulk infrastructure and building the capacity of local municipalities, and the regulation of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district. Promotion of local tourism for the area of the district municipality, the imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of Local Government: Municipal structures Act, 1998 (Act No. 117, 1998).

It must be taken into consideration that the Environmental/ municipal Health Services have been transferred from Limpopo Department of Health and Social Development to Capricorn District Municipality (Capricorn District municipality Annual Report 2013/14: 51). The implication is that the services has been brought closer to the people and therefore convenient to be accessed by communities.

1.1.1 Location



Source: Capricorn Integrated Development Plan, 2014/15: 14

1.2 BACKGROUND TO THE STUDY

South Africa is a former colony of Britain and it was first settled by whites in 1652 and then Jan van Riebeeck established a settlement which was developed into the city of Cape Town. This period was the beginning of whites to rule South Africa by fighting the African they encountered during their nomadic life. As years went by, the occupation of South Africa by whites spread to the establishment of four provinces namely Cape Town, Natal, Transvaal and Free State. The system of governance was legal apartheid which was meant for whites to become the supreme ethnic group in all the four provinces (Graythorne, 1990:1-2).

The history of municipality government brought a rich variety of forms and traditions from two countries: the Netherlands and Britain particularly England. Community development in all four provinces was focused to whites and services was segregated to appease whites. South Africa was controlled by two important municipal acts namely: the municipal corporations act 1835, which intended to bring uniformity and to remedy political abuses because some municipal officials treated municipal assets as their own personal properties. The Act introduced for each municipality a mayor, councilors, a town clerk and communities. The second Act was the Local Government of 1888 which created the Local Government Board. The role of the board was to co-ordinate and compel local authorities to use their public health powers. The local authority system was local self-administration rather than local government. Whites were mainly using the local government to promote and advance their supremacy and segregated development.

The role of the local government council was to compel citizens to pay taxes, to pass legislation and to enforce legislation, to take decisions which can affect the rights of other persons and to enforce discrimination between blacks and whites , employ staff and to allocate resources and to determine priorities. The council was composed of whites only with the claim that they are representing all ethnic groups (Graythorne, 1990:1011).

There was very little community development to Africans and this created pressure to government and the international community. In an attempt to please Africans and the international community, the apartheid government introduced a separate development policy according to the ethnic groups, which is Zulu development, Venda development,

Tswana development and Xhosa separate development. This was an attempt to establish separate development to each ethnic group. In this process, the Transkei, Bophuthatswana, Venda and Ciskei were given separate development governments that serviced their own territory only (Thornhill and Cloete, 1995:150).

Developments were done by government departments and no municipality existed as local services to the community were done by the department of Urban Affairs. The only system of development was separate development. This system of development failed to render services such as water supply, electricity, roads and houses. The poor service delivery and the denial of South African citizenship led to the revolt and collapse of separate development resulting in the unbanning of liberation movements such as the African national congress. When the liberation movements were unbanned, negotiation with the government was introduced and this led to the agreement that culminated in the general elections that took place on the 27 April 1994 (Thornhill and Cloete, 1995:100).

The constitution of the republic of South Africa Act 108 of 1996 introduced a new democratic South Africa with nine provinces namely, Eastern Cape, Free State, Gauteng, Kwa-Zulu Natal, Mpumalanga, Northern Cape and Limpopo. In terms of the constitution, the bill of rights, local government and public administration were sections that promoted democracy and development through local government.

The White Paper on Local Government, 1998 was legislated in order to bring a developmental local government. In terms of the White Paper on Local Government, 1998 the developmental local government has the following tools and approaches:

- Integrated Developmental Planning and Budgeting
- Performance Management
- Working together with local citizens and partners

1.3 PROBLEM STATEMENT

The role of the integrated development plan in community development is characterised by challenges and problems emanating from different communities within Capricorn District Municipality. Communities do not understand that municipalities have limited

resources and that community development is a partnership between the public and the private sectors. Capricorn district has limited financial resources that cannot promote community development. These are problems and challenges that the Capricorn District Municipality has to deal with in an effort to apply the IDP in order to develop communities. Communities are for the idea that municipalities must render services free of charge and hence payment of services is poor (Mirror, 2013: 20).

The matter of community development and service delivery through an IDP is central to our political freedom. People cannot enjoy political freedom while some community members are not reaping the fruits of democracy which are freedom of expression, the right to life, freedom of religion, belief and opinion, freedom of association and freedom of joining a political party. The supply of water in Capricorn is not reaching all the people and many people drive long distances to fetch water in some areas where water is sometimes available. In some areas, our fellow South Africans have no clean water, no sanitation and are still travelling long distances to fetch water. Water is a basic service that every member of the community must be given. Protests have been the order of the day because of poor or lack of community development in most areas of South Africa (Thabethe, 2012: 148).

The budgetary process is a constraint when the Integrated Development Plan is formulated and implemented. Problems arise because of political interferences in the municipal management. In view of the poor and required skills in the field of financial management, there is under-spending and over-spending of IDP programs, and this practice leads to poor services to community. Financial skills are important to empower officials so that some problems in the community may be minimised or solved within a reasonable time of life-span of project (Capricorn, 2000:44-46).

Municipalities in Capricorn have experienced protests because of poor service delivery ranging from water supply and poor accessible roads. This is a problem underpinned by poor formulation and implementation of the Integrated Development Plan.

The role of integrated development plan in community development is hindered by the following problems:

- Municipal councilors, municipal officials, and community leaders who have different understanding of the concept integrated development plan.
- Communities do not always participate in municipal meetings as it is required by chapter four of the Local Government Municipal System Act 32 of 2000.
- The community development demands of the people exceeds the budget of community development.
- The District Municipality has problems of monitoring and evaluating the formulation and implementation of the Integrated Development Plan in community development.

1.4 SIGNIFICANCE OF THE STUDY

The significance of the study is to add value to the body of knowledge of public administration as an academic discipline. Public Administration as a discipline is dynamic because policies change from time to time and it is important that officials and communities should participate in a constructive and developmental way in order to improve the quality of life of communities. Section 195 of the Constitution of the Republic of South Africa, Act 108 of 1996 promotes professionalism and excellence in the public service. The Integrated Development Plan is a tool through which a municipality and other stakeholders prepare a strategic document outlining how services will be delivered to communities (Cloete, and Thornhill, 2005:121).

It is important that a study of this nature be conducted in order to facilitate service delivery. Local government as a sphere of service delivery is still less understood by communities and the Integrated Development Plan concept requires researchers who will help on how Integrated Development Plan and the formulation and implementation of the IDP can be done in a more effective and efficient manner.

The significance of the study is to help municipal officials with knowledge on how they can apply the plan. It is important for municipal officials, community leaders and partners in community development to have knowledge about the Integrated Development Plan.

The Integrated Development Plan as a concept and a tool for service delivery to different communities is considered indispensable to every municipality.

Effective and efficient service delivery can only be possible if municipalities have formulated an Integrated Development Plan as a tool for service delivery. Community needs are diverse hence planning to ensure efficient delivery is important (Swanepoel, 2002:108-114).

The study will help the District Municipality to coordinate and assist with all community development. It is important that all planning, management, investment, development and decisions which have been informed by inputs from different stakeholders are implemented in terms of the Integrated Development Plan of the municipality. The central responsibility of municipalities is to work together with local communities in order to find a sustainable way to meet their needs and improve the quality of their lives. The local government proposes several tools to assist municipalities to become more effective and efficient. Local government's approach to development is centered on the Integrated Developmental Plan. Developmental local government is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives (The White Paper on Local Government, 1998: 17).

The significance of the study is underpinned by the need to see the interdependency between the district municipalities and communities of its jurisdiction. Involvement of people in the integrated development plans will enhance the principles of Batho Pele which are consultation, service standards, access, courtesy, information, openness and transparency (Batho Pele, Undated: 10-15).

Capricorn District Municipality has a responsibility and accountability to ensure that all development is based on an Integrated Development Plan. There are five municipalities within Capricorn namely, Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane. All these municipalities have a responsibility to meet the developmental objectives of local government (Cloete and Thornhill, 2005:28).

1.5 PURPOSE OF THE STUDY

The purpose of this study is to determine strategies for the role of the integrated development plan in community development. Community development encompasses optimal allocation of scarce resources in order to integrate economic sectorial and social needs in order to provide sustainable growth, and improvement of the quality of life of people. The study will again assist Capricorn District Municipality, academics and communities to look at various socio-economic options when implementing the Integrated Development Plan.

This research will help the municipality in prioritising community development needs. This research will identify limitations that derail service delivery, good financial administration and community participation in community development. This research will through its purpose, promote professionalism and ensure that community development's plans are put into action. The purpose of the study is further to form a base to attract, spend funds efficiently, and strengthen democracy to communities. Furthermore, the study will ensure that the Batho Pele principles of putting people first and ensuring quality delivery of services is enforced (Swanepoel, 1997: 2-12).

The purpose of the study is to encourage municipalities to use IDP as a tool for meaningful development. Service delivery will be accelerated in all economic sectors as a result of the implementation of the IDP. Given the history of historically divided South Africa, and in particular the Capricorn District which is composed of 95% of the previously disadvantaged people, this area is composed of the poorest communities. Capricorn District Municipality's population is characterised by the communities which were previously disadvantaged on issues relating to access to basic services; to date Capricorn is a victim of the past which was characterised by poor service delivery. It is only after the new democratic government that meaningful socio-economic development is being phased in (Capricorn District Municipality, 2008/9:11).

The purpose of this research is to enable Capricorn District Municipality, academics and communities to look at various socio-economic options before and after formulating and implementing the Integrated Development Plan. The findings of this research will help

improve the quality of life of the Capricorn District Municipality communities. Developments in communities can only take place through an integrated development planning for the short, medium and long term (White Paper on Local Government, 1998:27).

The district municipality has the backlog of under-spending and over-spending on services, and is often caused by none adherence to the Integrated Development Plan. The rationale of this study is to strengthen the municipality's efficiency using Integrated Development Plan as a tool of reference for all municipalities. This will help to achieve the improvement of socio-economic conditions of communities (White Paper on Local Government, 1998:28).

The study will help to speed up delivery of services by searching for more cost effective solutions and addressing causes instead of dealing with symptoms. The Integrated Development Plan is a guiding tool when decisions are taken to establish projects in communities.

The purpose of the Integrated Development Plan will form a base to attract and mobilise funds, strengthen democracy and institutional transformation because the process is transparent and democratic (Bekker, 2000:80).

The purpose of the study is also to promote intergovernmental relations through the facilitation of communication and co-ordination between local, provincial and national spheres of government. This study will enhance the constitutional role of the developmental municipalities. Municipalities have the right to establish developmental projects that will create job opportunities (Section 53 of the Constitution of the Republic of South Africa, 1996).

1.6 AIM OF THE STUDY

The main aim of the study is:

- To analyse, assess and determine strategies for the role of the integrated development plan in community development.

1.7 SPECIFIC OBJECTIVES OF THE STUDY

The following objectives are central to the role of the integrated development plan:

- To develop strategies for the integrated development plan.
- To explain challenges facing the integrated development plan in community development.
- To describe the roles of the integrated development plan of managers in community development.
- To assess community participation in the formulation and implementation of the integrated development plan.

1.8 TOOLS AND APPROACHES FOR DEVELOPMENTAL LOCAL GOVERNMENT

In terms of the constitution of the republic of South Africa act, of 1996, section 153, a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community. Municipality must provide the social and economic development of communities. In this process, municipalities must participate in national and provincial development programs.

According to the White Paper on Local Government, there are three interrelated approaches to developmental local government namely:

- Integrated development planning and budgeting
- Performance management
- Working together with local citizens and partners

Municipalities face immense challenges for community development in order to meet basic needs and improve the quality of life of local communities. In order to meet these challenges, municipalities must strive to understand the various dynamics operating within their area and strategies for realising and financing the vision in partnership with the communities and other stakeholders.

1.9 CRITICAL RESEARCH QUESTIONS

The following are the critical questions of the study:

- What is the strategic role of integrated development plan?
- What is the responsibility and accountability of the integrated development plan manager?
- Are communities satisfied with their participation in the role of the integrated development plan in community development?
- Are you satisfied with the budget allocated to the integrated development plan program?
- Is the district municipality committed to the integrated development plan program?

1.10 DELIMITATION OF THE STUDY

South Africa has nine provinces namely, Eastern Cape, Free State, Gauteng, KwaZulu-Natal, Limpopo, Mpumalanga, Northern Cape, North West, and Western Cape. (Section 103, Constitution of the Republic of South Africa, 1996) The study of the role of the Integrated Development Plan in community development will be researched in the Capricorn District Municipality, Limpopo province.

The research will refer to the four local municipalities namely, Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane and in particular the Capricorn District Municipality as an area where research regarding the role of the IDP in community development will be conducted. The research will focus on the improvement of the quality of life in the Capricorn District. Research will focus on socio and economic development in the Capricorn District Municipality.

It is not possible and practical to write about the role of the Integrated Development Plan in the Limpopo province because of financial and time constraints. The study was conducted focusing on community development in different spheres of life regulated by the Integrated Development Plan. Research also tapped-in on community development alone by the local municipalities.

This approach explains the role of the integrated development plan in community development. The concept delimitations refers to the address on how the study is

narrowed in scope. The study is confined in boundaries, exceptions, reservations and qualifications inherent in the nature of this study.

Delimitations suggest how the study will be narrowed in scope. The scope of this study is the role of the Integrated Development Plan in community development of Capricorn. The scope of this study encompassed the district of Capricorn and the co-ordination of the Integrated Development Plan with four municipalities namely: Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane (Cresswell, 1994: 110).

1.11 LIMITATIONS OF THE STUDY

The research may be hindered by unforeseeable challenges such as the non-cooperation of officials in giving out information, availability of officials in their offices, and reluctance of community leaders and officials in giving out information to the researcher and time constraints to meet with community leaders as well as budget challenges to carry out research. Some respondents may not give their true opinion while filling questionnaires.

Limitations of this study refer to the identification of potential weaknesses. In this qualitative study, the findings could be subject to other interpretations regarding the role of the Integrated Development Plan in community development (Cresswell, 1994:111).

This study will have weaknesses which may be caused by poor strategies which municipalities may have developed without the understanding of the integrated development plan. Municipal managers may not be available when needed and despite appointments made with the researcher.

Financial constraints will also impact on the study and in particular the transport costs to and from different municipalities and traditional chief's kraal. The researcher will appoint research assistants who are postgraduate students at the University of Venda.

1.12 LITERATURE REVIEW

The researcher will present opinions and views of the authors regarding the role of the integrated development plan in the community development.

1.12.1 CONSTITUTIONAL BACKGROUND OF SOUTH AFRICA

The historical background of South Africa is that of racial separation and operation through spatial partition. All South Africans who were not categorized as white were denied access to economic and political participation. Whites were enjoying the political and economic development with resources reserved for Whites only. The apartheid government was characterized by political exclusion of Blacks. Urbanization and rural development were based on ethnic groupings. This was the history of South Africa before 27 April 1994, and after this date democracy was introduced and practiced through the republic of South Africa Constitution Act 1994 (Cloete, 1997:12-14).

The Republic of South Africa Act 1961 was the Constitution on which separate development and independence was given to Transkei, Bophuthatswana, Venda, and Ciskei although they remained part of South Africa. It was on this basis that economic development was separated between Whites, Coloureds, Indians and Blacks. There was unequal distribution of resources which is still haunting South Africans today because of the backlog of socio-economic development in various sectors of the economy. The role of the municipalities was servicing whites and very little was done for Blacks (Hanekom, Rowland and Bain, 1986:45-52).

1.12.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996 (ACT NO 108 OF 1996)

On the 27 April 1994, South Africa elected their new government and the apartheid government was abolished to bring democracy. In terms of section 155 the new constitution of the republic of South Africa 1996, the following categories of municipalities were established:

- Category A or Metropolitan - is a municipality that has exclusive municipal executive and legislative authority in its area.
- Category B or Local – is a municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls.
- Category C or District – is a municipality that has municipal executive and legislative authority in an area that includes more than one municipality.

All municipalities were established for the purposes of promoting economic development. The White Paper on Local Government explores the concept of developmental local government which is the responsibility of municipalities. Developmental local government is intended to improve the quality of life of all people and in particular the previously disadvantaged Blacks. Municipalities should have a vision for the local economy and work in partnership with local communities and business to maximise job creation and investment.

Local governments have developed a tool known as the integrated development plan to co-ordinate and integrate all developments within the jurisdiction of municipalities. An integrated development plan is “a participatory approach to integrate economic, sectorial, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalised” (Westonaria Local Government Municipal Annual Report, 2010/11:12, 2010-11).

The above definition is inclusive of different sectors of the economy. There are three interrelated approaches to development local government namely integrated development planning and budgeting, performance management, working together with local citizens and partners. The other two approaches are performance management which deals with municipal governance and working together with local citizens by involving communities and organisations in their district and local matters Performance management is a tool that ensures that plans are implemented and that they have the desired development impact.

The concept of working together with local citizens and partners means that municipalities should continuously engage with citizens, business and community groups. (The White Paper on Local Government, 1998: 26-33).

1.12.3 LOCAL GOVERNMENT: MUNICIPAL SYSTEM'S ACT, 2000 (ACT 32 OF 2000)

Section 35 of the Municipal Systems Act (RSA 2000) defines the IDP as the “principal strategic planning instrument which guides and informs all planning, and development, and all decisions with regard to planning, management and development, in the municipality”. Capricorn District Municipality uses the integrated development plan in community development and a framework of the IDP is developed in consultation with all local municipalities within the district.

The Integrated Development Plan applies to the whole Municipality of Capricorn based on the plans of the provincial and national government. An Integrated Development Plan guides and co-ordinates the activities of the municipality in order to enhance social, economic, sectorial, spatial, institutional, environmental and fiscal strategies to improve and promote the quality of life of our communities (Westonaria Local Government Municipal Annual Report, 2010/11:12, 2010/11)

Literature relevant to the Integrated Development Plan reveals that a municipality should focus on itself and develop a future directed vision and proactively position itself in a changing environment. The focus of vision should put emphasis on significant developmental and transformational needs of community. The plan should assess the existing level of development in the district and reflect specific council's development priorities and objectives (Cloete and Thornhill, 2005:121).

The Integrated Development Plan enables municipal council to gain access to development resources and to bring about accountable government and administration as well as community involvement in planning. Municipal councilors and officials should inform communities on the successes or failures of the council's policies for service delivery (Cloete and Thornhill, 2005:125).

The role of the Integrated Development Plan in community development involves the following stakeholders: local communities, officials, councilors, provincial and national institutions, phases, processes and procedures.

The Non-Governmental Organisations (NGOs) also play an important role in enhancing the Integrated Development Plan (Cloete and Thornhill, 2005:122-126).

Figure 1: Population Profile of Capricorn District (Integrated Development Plan, 2014-2015: 17).

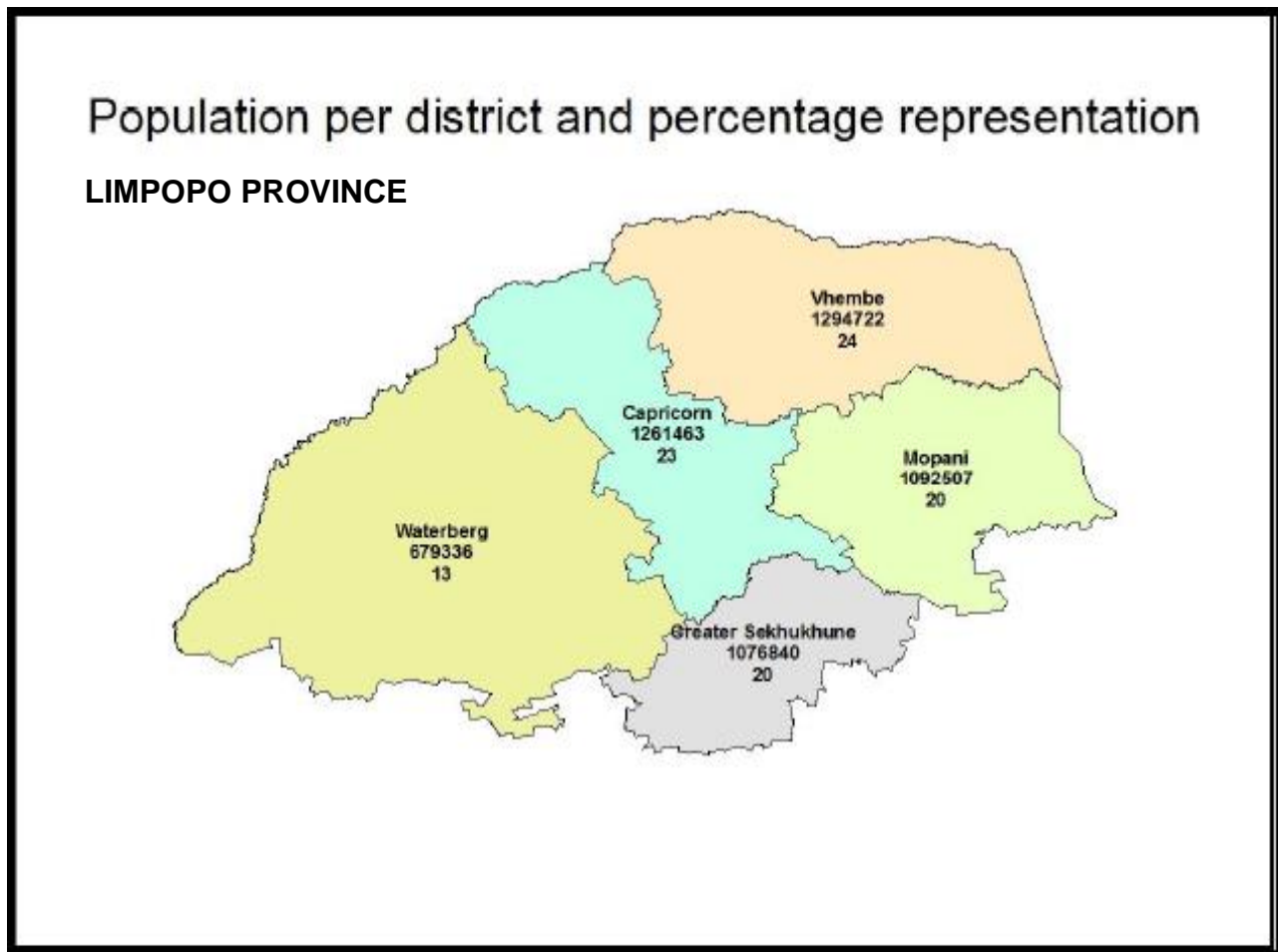


Table 1: Capricorn District Municipality (CDM) population density

Municipality	Population	Population Density (/Km ²)	Total Area (Km ²)
Blouberg	162 629	17.6	9.248
Aganang	131 164	69.7	1.881
Molemole	108 321	32.4	3.347
Polokwane	628 999	167	3.766
Lepelle-Nkumpi	230 350	66.5	3.463
Capricorn	1 261 463	58.1	21.705

Source: STATSSA, census 2011

1.13 RESEARCH METHODOLOGY AND DESIGN

The Integrated Development Plan of Capricorn District Municipality requires a research method that will help improve service delivery. It is important to explain that research is a purposeful, precise and systematic search for new knowledge, skills, attitudes and values for the interpretation of existing knowledge (Babbie and Mouton, 2001:75).

According to Babbie and Mouton, (2001:74) research design is a plan that enables the researcher to conduct his study scientifically. Gray (2009:131) defines research as a complete plan that gives a picture on how data will be gathered, measured and analysed.

The researcher will conduct interviews with Capricorn district municipal councilors, senior district municipal official's, junior district municipal officials, local chiefs, south African national civic organization leaders, and traditional leaders. Other sources will consist of journals such as journal of public administration, local newspapers such as Capricorn newspaper and the Integrated Development Plan of Capricorn district municipality.

The methodology of this study will entail qualitative and to a lesser degree quantitative methods. All methods will be used in order to meet the requirements of senior and junior staff. Cresswell (2009:4) describes the qualitative research as a way to understand meaning, individuals or groups of people in a social context. A self-administered Likert scale questionnaire will be used to source out information from respondents. The

qualitative research according to Gray (2009:166) provides the researcher with information on how people responded in a particular way.

A qualitative method will be used to gather information through interviews for the purpose of making a decision or conclusion based on the research findings. Respondents will be given questionnaires which will be completed, administered and analysed by the researcher. This process of research design and methodology will be discussed in detail in chapter three of this research in order to meet the objective of the integrated development plan in community development. Interviews will be used for data collection purposes.

Cresswell (2009:4) explains the quantitative method as testing of theories by way of examining the relationship among variables. Statistics is prevalent when using a quantitative method when collecting data. In collecting data, questionnaires or structured interviews are used (Dawson, 2006:15).

1.13.1 POPULATION

Babbie and Mouton (2001:100) describe a population as a group of people a researcher uses in order to reach conclusions and recommendations of the study. Other authors like Frankfort-Nachmias and Nachmias (1997:179) explain population as an aggregate of all cases that conform to same designated set of specifications. Participants in this study are traditional leaders, South African National Civic Organization, business people, municipal officials and community members.

1.13.2 SAMPLING

A sample is a special subset of a population observed in order to make conclusions about the nature of the total population (Babbie and Mouton 2001:202). Sampling is done because it may not be practical to interview the whole population because the study may not come to an end. The subset selected for the study is called a sample. The subset should be representative of the whole population (Melville and Goddard, 1996-30). Participants of the sample should be able to give views about the subject under investigation of the population.

According to Frankfort-Nachmias and Nachmias (1967:179), the researcher should draw precise inferences on all subsets based on a relatively small number as long as the subset accurately represents the relevant attributes of the whole set.

The sampling method is a technique used in research work to collect data. Although there are different sampling methods, for the purpose of this study, a purposive sampling will be used. According to Maree (2011:178) a purposive sampling is used when a researcher has a specific purpose in mind that should be achieved. Frankfort-Nachmias and Nachmias (1997:184) refer to this type of sampling as judgmental because the sample units selected by the researcher would according to his judgment be representative of the population.

In sampling, a sample size should be accurately determined. Sample size is the total number of the participants that constitute the population size (Maree, 2011:178).

The sample size for this study is 75 people made-up by municipal officials, business persons, community members, member's organisations and municipal councilors. The key concept in sampling is representativeness and the researcher will endeavor that the sample size be representative of the role of the Integrated Development Plan in community development.

1.13.3 DATA COLLECTION

Data collection will be done through questionnaires and interviews (see Annexure A, B and C). According to Maree (2011:159), when questionnaires are designed, the phrasing and sequence of questions should be done in such a way that the meaning is understood so that a desired response can be given. The researcher will distribute questionnaires to participants and collect them after they have been completed. Interviews will also be conducted with community leaders and senior municipal officials.

The data collection through questionnaires will be piloted to determine the validity and reliability. Maree (2011:216) refers to validity as the extent to which data collection methods measure what they are supposed to measure and prove its validity.

Maree (2011:215) describes reliability as referring to an instrument which one uses to collect data and when repeated will be consistent and give the same results. Data collected through questionnaires will be analysed through the Statistical Package for the Social Sciences (SPSS). According to Franfort-Nachmias and Nachmias (1967:503), Statistical Package for the Social Sciences is computer software used to prepare and execute computerised data analysis.

In the qualitative method where interviews will be done, the inductive method will be used to analyse data. The researchers may develop codes in order to code the data (Maree, 2011:107).

Each of the data collection methods has its advantages and disadvantages and what counts as an advantage for one may qualify as a drawback for another and vice versa. For example, babies and toddlers cannot complete questionnaires and thus have to be observed directly.

On the other hand, there are certain behaviours of adults which may be assessed only by means of questionnaires and interviews even if invalid information may possibly be obtained in this manner. The researcher has to consider which method is the most appropriate in the light of the research problem involved and the particular population in question (Huysamen 1996:139).

1.13.4 ETHICAL CONSIDERATIONS

Gray (2009:69) defines ethics as the moral principles guiding research. This means that the integrity and approach to research must be morally acceptable. The Municipal Manager of Capricorn District municipality has given an approval in writing to the researcher that he should conduct his research without fear or hindrance (see Annexure E).

The researcher should take into consideration to avoid plagiarism, avoid harm to participants, ensure anonymity and confidentiality, ensure informed consent that facilitates voluntary participation, respecting the privacy and confidentiality of participants, avoiding fabrication and falsification of data.

Plagiarism refers to an act of pretense and claims of work which was done by other researchers. This may result in legal suits or claims if the researcher fails to acknowledge the author of the information (Melville and Goddard 1996:116). According to Babbie (1989:149-152) physical and mental exposure to harm must be prohibited and any research should not leave a participant ridiculed, stressed and in a state of embarrassment.

Babbie and Mouton (2001:522) maintain that confidentiality of the identity and information of participants should be upheld when research is conducted.

Gray (2009:75) asserts that participants should do so from an informed position to give information freely. The researcher must maintain objectivity and integrity during the research (Babbie and Mouton 2001:525). During the research, participants must participate voluntarily and if a participant decides to stop participating, he/she has the right to do so (Leedy and Omrod: 2010:101).

According to Cresswell (2009:87) the principle of voluntary participation must be enhanced by a consent form which will include the following elements: identification of personal particulars on how the researcher can be contacted, confidentiality of participants, an element of voluntarism and the consent of participants.

The research must in all fairness avoid misrepresenting any information or facts about the study which is being researched. The researcher must maintain professionalism, honesty and integrity (Babbie and Mouton 2001:525). Babbie and Mouton (2001:526) maintain that data collected must be analysed and an honest report should be prepared by the researcher.

1.14 CONCLUSION

The study of the role of the integrated development plan in community development is important considering the backlog of community services because of the past segregation nature of separate development. South Africa was fragmented based on ethnic development resulting in developmental problems and challenges that were created by the apartheid government. South African and in particular municipalities, require a tool of

development which is an integrated development plan that will balance all the socio-economic sectors in order to promote community development.

South Africa and in particular Capricorn District Municipality, need service delivery transformation that must be accelerated by the District and local municipalities that are change agents and mechanisms for the eradication of poverty, unemployment and other challenges that are impacting negatively to the community development.

Community development can no longer be done in a fragmented way and for a minority ethnic group as it was during the apartheid government. Municipalities need a plan and that plan is an integrated development plan that is inclusive in its approach. Municipalities worldwide have developmental functions to promote economic development and partnerships with different stakeholders such as communities. Municipalities need a strategic process that starts with a vision, mission and objectives in order to identify developmental projects and maximise community participation through municipal councils, community gatherings, and integrated developmental plan forums in order to accelerate community development of all communities in Capricorn district municipality.

It is important that municipal councilors, officials, communities and other stakeholders establish partnership and use the integrated development plan in order to develop communities through community and municipality inter-phase.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

Literature review refers to all literature that deal with the topic that the researcher is researching on. In the context of this study, sources of information for this study will include primary literature sources like reports, local government publications such as white papers and planning documents. It also includes unpublished manuscripts such as letters, memos, and committee minutes that may be analysed as data (Welman et al, 2005:41-44).

The secondary literatures sources include books and journals which constitute the subsequent publications of primary literature. These publications are generally aimed at a wider audience. Books and journals are central to any research. Tertiary literature sources are designed to help locate primary and secondary literature or to introduce a topic. They include indexes, abstracts, encyclopedias and bibliographies (Welman et al, 2005:41). Other sources of literature include book reviews, unpublished paper delivered at meetings, articles in a newspaper, articles newspaper without any author indicate, letter to a newspaper editor, and reference to an internet source, reference to a CD–Rom and dissertation or thesis.

In terms of the South African system of integrated development planning all municipalities in all provinces must prepare a five year strategic plan that is reviewed annually in consultation with communities and other strategic stakeholders. The Limpopo province has five district municipalities namely, Mopani, Capricorn, Waterberg, Sekhukhune and Vhembe. South Africa has a population of 50 million which is serviced by the IDP in all municipalities. Limpopo province has population of 5 million whereas Capricorn district municipality has a population of 1 261 463 according to the 2011 census.

The White Paper on Local Government (1998:26), stipulates three interrelated approaches to developmental local government namely, integrated development

planning, performance management and working together with local citizens and partners. The role of performance management is to ensure that plans are implemented and the desired goals are achieved and resources are used in the most effective and efficient manner. Each and every municipality has performance management to measure key performance indicators in order to realise work objectives. The third approach for developmental local government is working together with local citizens and partners. In terms of this approach, community development, service delivery and democracy are accelerated to meet their maximum intent. Democracy is central to community development in order to promote public participation in all spheres of economic development that is focused to improve the quality of life of all people.

The definition, as outlined is encompassing various sectors of community life that require an integrated plan to bring- about a meaningful and quality development. To integrate means to make into a whole, to put or bring together into a whole, having all parts combined into a whole, coordinating diverse elements. The term development is defined as a process of developing growth, stage of advancement, an outcome, result, new event, a working out in greater detail, a more elaborative form resulting in the improvement of the quality of life of the people(Barnhart, 1996: 572).

Development is a process of improving the quality and quantity of the service to the people. The World Book Dictionary further defines a plan as a way of making or doing an activity that has been worked out beforehand; scheme of action, a way of proceeding; method; a proposed way of doing or making an activity (Barnhart, 1996:1594).

The above mentioned definition means that the integrated development plan is used to improve the quality of life in all sectors of community development. Integrated Development Plan is a process through which a municipality can establish a community development plan for the short, medium and long term.

According to the White Paper on Local Government, municipalities must assess current social, economic and environmental reality in order to address community needs. Determination of community needs should be done through close consultation with the community. A vision for development should be formulated in all different communities in

line with the available resources skills and capacity. When all needs have been identified they must be prioritized in order of urgency and long term importance. In this process municipalities must develop an integrated framework and goals to meet community needs. Strategies must be developed to achieve goals within specific timeframe. Implementation of projects and programs should be done with the purpose to achieve key goals, and thereafter a monitoring performance management should be developed to measure the impacts and performance.

The gap that exists in this literature is that most municipalities are not able to complete their projects within reasonable time frames as required by the IDP. In this chapter different views of authors will be consulted in order to compare and contrast how the role of the Integrated Development Plan is explained and understood by different stakeholders like municipalities, chiefs and other municipality related structures.

2.2 THE STATE OF IDP IN THE CAPRICORN DISTRICT MUNICIPALITY

The South African system of integrated planning (IDP) is spread throughout all the provinces, district and local municipalities. Each and every municipality has a five year strategic plan that is reviewed annually in consultation with communities and other stakeholders. The IDP enables municipalities to appraise current situation of community needs and enable communities to participate in development and prioritise needs. The IDP is a mechanism of service delivery that promotes economic integration by balancing social, ecological, and community development. This is a process of coordinating all economic interactions across sectors and all spheres of government namely national, provincial and local. The South African government has a responsibility and accountability to improve service delivery, to redress the poor and marginalised development which was created by the apartheid legacy and to enforce the IDP in partnership with communities and relevant stakeholders (Mashamba, 2008:421-422).

The role of the IDP is intended to restructure the apartheid spatial form, transforming local government structures to ensure that they promote human centered development, establishing democratic, legitimate and transparent planning processes and fostering a culture of cooperative governance and developing multi-sector development plans. The

republic of South Africa's approach to development is focused on integrated governance and acceleration of service delivery in previously disadvantaged communities. In terms of section 23 of Local Government Municipal System Act No 32 of 2000, a municipality must undertake developmental oriented planning in order to strive to achieve the objects of local government, give effect to its developmental duties and together with organs of state contribute to progressive realization of the fundamental rights of communities.

Limpopo province has five district municipalities namely Capricorn District Municipality, Mopani District Municipality, Waterberg District Municipality, Vhembe District Municipality and Greater Sekhukhune District. Each and every district municipality has local municipalities which are not more than five. The republic of South Africa's approach towards development is centered on the integrated development plan in order to accelerate service delivery in previously disadvantaged communities.

This study is investigating the role of the IDP in the Capricorn district municipality. All municipalities in South Africa have an IDP which is operating within the municipality through the office of the IDP manager. The IDP is a process which municipalities prepare a five year strategic plan that is reviewed annually in consultation with communities and stakeholders. The IDP process enables the Capricorn district municipality to assess the current situation, assess community needs, promote public participation in development prioritise needs. Set goals to meet the needs and implement programs to achieve municipal development objectives. The IDP seeks to integrate by balancing social, economic and environmental development (Mashamba, 2008:421-422).

The main focus of the South African government and in particular the Capricorn District Municipality is to improve and accelerate the rate of service delivery. In order to achieve this, the planning process must take into consideration the previously disadvantaged people in the Limpopo province and in particular within the Capricorn District Municipality and its local municipalities. This process of the IDP is transparent and is characterised by public participation with all stakeholders. The state of IDP in the Capricorn district municipality is supported by the municipal council, district municipality communities and community councilors and officials who work as a team towards municipal development.

2.3. PUBLIC PARTICIPATION AND THE INTEGRATED DEVELOPMENT PLAN

Public participation is defined as an open accountable process through which individual groups and organisations can exchange views and influence decision making processes. It is also defined as a democratic process of engaging people in an open and transparent way in order to accelerate service delivery to the people. Capricorn district municipality engages communities through upholding the principles of participatory democracy and another objective is to alleviate poverty through service delivery. Participation is the corner stone of democracy and has benefits to communities and the municipality (Mafunisa and Xaba, 2008:454-455).

Capricorn District Municipality uses the following forms of public participation: councilors, traditional leaders, ward communities, municipal officials, community representatives and non-governmental organisations. The process of participation is done through meetings which have been called by the municipality or the community in order to source out their needs. There are however challenges like distances that must be travelled to meetings, participation fatigue, bureaucratic red tape, non-participation of some members, and lack of money to travel and low level of educational qualifications that hinder some people from understanding the IDP process (Maphunye, 2008:467).

2.4. KEY PERFORMANCE AREA OF THE MUNICIPAL IDP

In terms of the White Paper on Local Government, 1998, the purpose of the IDP is to provide, and develop a realistic vision for municipal areas. The vision of municipalities should be arrived at in consultation with communities and different stakeholders. Municipalities should create an environment which is conducive to public participation.

According to the CDM Annual report (2014/2015: 27), in this process of the IDP, the key performance areas include the following:

2.4.1 Basic Service and Infrastructure

The municipality has made significant strides in line with water master plan to roll out bulk infrastructure projects and ensure equitable, sustainable, supply of water to households, agriculture, mining and redress past water supply imbalances and reaffirm water as critical to economic development and the sustenance of human life. A water testing laboratory at the University of Limpopo to ensure clean and safe water supply has been completed. The laboratory has diverted the process of taking samples to Gauteng for test. The municipality is in the process to explore the sourcing of bulk water supply from De Hoop Dam to Lepelle-Nkumpi and Polokwane. The municipality is making effort to the department of water and sanitation for funding of a construction of a bulk water pipeline from Nandoni and Glen Alpine to provide relief to water challenges in Aganang, Blouberg and Molemole. The municipality is experiencing financial constraints on operations and maintenance of water projects due to limited financial resources.

2.4.2 Local Economic Development

Local economic development plan refers to economic growth, poverty alleviation and job creation. The IDP plays a very important role in local economic development to improve community development and the quality of life. Capricorn district municipality has achieved local economic development in partnership with communities. Through this partnerships, the municipality awarded bursaries to 40 students who wanted to pursuit careers in engineering at Further Education and Training Colleges. Opportunities were also created to employ graduates that were drawn from their database to do internship. The district municipality conducted several back to school campaigns in partnership with department of education in an attempt to reduce illiteracy and promote literacy. The municipality created 100 Expanded Public Works Program (EPWP) jobs through alien plant eradication in Blouberg and Lepelle-Nkumpi. As part of economic development the municipality planted seven hundred and fifty (750) indigenous trees. The municipality database registered seventy (70) cooperatives as part of local economic development (CDM Annual Report, 2014/2015: 27).

One of the acute challenges facing the district municipality is unemployment amongst the youth. This endemic problem is receiving ongoing attention through the establishment of projects and public works programs that employs youth in order to improve their quality of life. The essence of the IDP is to entrench local economic development that will promote economic growth, job creation and poverty eradication. These strategies should take cognizance of Accelerated Shared Growth Initiative of South Africa (ASGISA), the National Spatial Development Perspective (NSDP), the Provincial Growth and Development Strategy (PGDS) and the millennium development goals. This key should also develop mechanism to facilitate private-public partnership, Small Micro Medium Enterprise (SMME) development and sustainable livelihood initiatives.

2.4.3 Municipal Institutional Transformation and Development

The Municipal Institutional Transformation and Development refers to organisational design, employment equity, skills development, and integrated development planning and performance management. In the year under review about fifty six (56) managerial vacancies were advertised. These were positions of executive manager infrastructure, community services and cooperate services just to mention a few.

Among the achievement in this regard the municipal manager and other staff members have signed performance agreement which is the basis of their performance reviews. The district municipality has performance evaluation system in place for employees who are required by law to sign performance agreement. A service provider on Employee Assistance Program (EAP) was appointed to promote employee benefit programs. The purpose is to help employees with personal problems that might adversely impact their job performance, health and wellbeing (CDM Annual Report, 2014/2015: 28).

2.4.4 Good Governance and Public Participation

Good governance and public participation focus on public participation and accountability, intergovernmental relations, ward communities, cooperate governance and internal controls. Public Participation programs continued to yield positive results as evidenced by an appeal from Aganang local municipality to build a fire station in their area (CDM Annual Report, 2014/2015: 29).

IDP should reflect good governance in order to be transparent, responsible, efficient and accountable. Good governance is in line with section 195(1) of the Constitution of the Republic of South Africa, 1996. This section emphasises that public administration must be professional and accountable to the people. The needs of the people should be responded to in an excellent and professional way so that municipalities should practice good governance.

2.4.5 Municipal Financial Viability and Management

In order to accomplish objectives for the local sphere of government, the national parliament has enacted the local government: Municipal Finance Management Act (2003) (MFMA). The MFMA and Municipal System Act (MSA) are closely linked and aligned to give a sound financial base to municipalities. The two acts complement each other in many areas and should therefore be read together and both of them deal with internal system, consultative process, performance systems, and reporting mechanisms to enhance accountability.

The IDP is based on success of sound financial management. A municipality should have good budgeting plans to ensure that a municipality attains financial sustainability. This should expand the local revenue of the municipality and reduce over-reliance on inter-government transfer (Mashaba, 2008: 425).

2.4.6 Spatial Development Planning

Municipalities are required to compile spatial development framework as a core component of their IDP. Spatial planning refers to the way development has been planned in order to show growth points, identify strategic portions of land for development and allocate land for use in an efficient and effective manner. Spatial planning will inform the municipality on the type of community development that should be made in a short, medium, and long time.

2.5 COMMUNITY DEVELOPMENT ENVIRONMENT

Community development environment refers to the context in which communities organised projects are established for the improvement and for the creation of

employment opportunities in order to improve the quality of community life. Community development environment has types of environment that influence development. The following are some of the community developments environments that influence total development of communities (Kriesberg, 2009:70):

- a) A political system that secures effective citizen participation in decision making.
- b) An economic system that provides for solutions for the poverty.
- c) A productive system that respects the obligations to preserve the ecological base for development.
- d) A technological system that fosters sustainable patterns of trade and finance.
- e) An administrative system what is flexible and has the capacity for self-correction mechanism.

The above mentioned environments will be discussed in the paragraphs that follow:

2.5.1 Political Development Environment

This environment includes political education, political party's interest and pressure groups. All communities are characterised by political activities whose aim is to bring about community development. Political environment is dynamic and unpredictable because it is influenced by different stakeholders in its environment. Political parties and their leaders are influenced by their political party policies in order to realise their political powers. Politics in its nature is a struggle of power in order to get majority followers. Political activities are prevalent in all communities and people have the right to exercise a choice of a political party. There are other stakeholders within the political environment such as the pressure group, interest group, business group, traditional leadership group whose aim is to realise their own interest. A pressure group is closely related to political parties in their activities. The name pressure group signifies a group whose aim is to exert pressure at the municipal government. A pressure group can exist for a short time or a long time depending on the nature or demand which they want. The aim of a pressure group is to mobilise communities to ensure that the municipal government delivers its service in terms of the mandate of the people (Swanepoel and De Beer (2006:13).

An interest group has an interest in the matter in which they are advocating for the municipal government to deliver. An example in this regard is that of the South African medical and dental council. This interest group aims to improve the working conditions of medical profession as well as the supply of medicine. Whereas this type of interest group can be seen to be exerting pressure to the municipal government, they also have an interest in the working conditions and supply of medicine (Swanepoel and De Beer (2006:13).

The business group is a type of an interest group whose aim is to improve the conditions of business people. An example is that of the National Federated Chamber of Commerce which was established to promote business among the previously disadvantaged communities. The congress of traditional leaders of South Africa is another stakeholder which is composed of chiefs and whose role is to ensure that community values and economic development are promoted in all spheres of life. Traditional leaders play a very important role within the political environment so that service delivery can be accelerated (Swanepoel and De Beer (2006:13).

2.5.2 Social Development Environment

This is the environment that consists of primary institutions such as families, secondary institutions such as the schools, churches, clubs and other social formation of communities. All communities in Capricorn District Municipality have various social development structures that are organised for community development.

In a social development environment there are negative and positive factors within the communities. The positive factors in communities are participation by youth in going to school and participation by all members of the communities in having organised families, clubs and different entertainment attractions. The negative factors are unemployment, non-participation in community and municipal meetings that are called to deliberate on the role of the integrated development plan in community development. All communities are organised and have different power structures made by different stakeholders that have an influence towards the social environment. All social environment structures are

characterised by the quest for community development that is influenced by the integrated development plan (Swanepoel and De Beer (2006:13)).

2.5.3 Cultural Development Environment

Cultural development environment refers to the values and mores of the society commonly known as the tradition of the society. Cultures provide a framework according to which people act and react to daily life. Cultural practices may be beneficial or detrimental to the success of community development. Culture is a result of traditions, beliefs, norms and values of people from different ethnic and cultural groups. Each and every ethnic group or people has different cultures inherited from their historical backgrounds. Values and beliefs are often referred to as the tradition of people. Community development should be based on the cultural development of the people. Culture contains positive and negative practices and it is the people who will take or discard that which they think it is applicable and practical in their lives. It is a myth to say that culture creates stumbling blocks towards community development because people cannot be developed regardless of their culture. In some situations cultural practices where conducive or beneficial towards the success of community development (Swanepoel and De Beer (2006:13)).

In each community there is a cultural environment that determines cultural practices amongst the community. Culture determines norms and values of people and is also adapted or changed by people as and when the need arises.

2.5.4 Economic Development Environment

Economic development environment focuses on the economy as a whole and its aim is to improve the quality of life of all people through the use of all resources. Economic development environment is a process that influences growth and restructuring of an economy in order to enhance the economic wellbeing of a community. In the broadest sense the economic development environment has three objectives namely; government policies that control employment and sustainable growth, policies and programs that improve the quality of life as well as providing medical access to the disadvantaged and policies and programs which are directly directed at improving the business environment

through specific efforts such as business finance, marketing, neighborhood development, technology transfer, and estate development (Holman, 2000: 2).

The main aim of economic development is to improve the wellbeing of the community through job creation, retention, tax base and quality of life. Communities differ in their geographic and political strength and weaknesses in order to meet challenges for economic development.

Every community has its own economy that is manifested by the IDP. Communities are economically characterised by poor and rich people. The economic context refers to rate of employment and unemployment infrastructure gives an indication of the level of economic activity influenced by the IDP.

All five local municipalities within Capricorn District Municipality shares community development challenges which is characterised by unemployment. At the time of writing this research Capricorn District Municipality was in the process of reconfiguration of its municipalities which resulted in fifteen (15) of its wards merging with Polokwane and two (2) wards merging with Blouberg and two (2) wards merging with Molemole Municipality (Reconfiguration of Limpopo municipalities, 2015).

2.5.5 Psychological Development Environment

Psychological development environment refers to the environment in which people experience life in their own way. Psychological development environment is abstract and is known as psychological because it may be negative or positive attributed by the experiences of people. These experiences may range from stress, and low self-esteem influenced by past life experiences. An example in this regard is that of a person who was brought up in a poverty situation and grew up believing that he/she lacks ability to do a particular task. Such people will more often depend on aid from government, Non-governmental Organisations and Charity Organisations. People with past negative experiences will often have mistrust of people even if such people are known by them. The positive part of Psychological development environment is that of people who grew up from positive life background and their life style is liberal and can associate with

different people and venture into different development projects (Swanepoel and De Beer (2006:13).

People experience life in their own peculiar way because of the difference of their areas. The psychological environment is abstract and is characterized by lack of self-esteem, educational level, civilization and poverty level (Swanepoel and De Beer, 2006: 11-13).

2.5.6. The Community as main actor in Community Development.

The community is defined as “a grouping of people who reside in a specific locality and who exercise some degree of local autonomy in organising their social life in such a way that they can, from that locality base, satisfy the full range of their daily needs (Swanepoel and de Beer, 2006:48). Community exists when a group of people perceives common needs and problems, acquires a sense of identity, and has a common set of objectives.

2.6 LEGISLATIVE FRAMEWORK OF THE INTEGRATED DEVELOPMENT PLAN.

The local spheres of government consist of municipalities which have been established for the purpose of developing all communities in South Africa.

2.6.1 The Constitution of the Republic of South Africa, 1996.

In terms of section 152 (1) of the Constitution of the Republic of South Africa 1996, the objectives of local government have been discussed as follows:

- a) To provide democratic and accountable government for local communities.
- b) To ensure the provision of services to communities in a sustainable manner.
- c) To promote social and economic development.
- d) To promote a safe and healthy environment.
- e) To encourage the involvement of communities and community organizations in the matters of local government.

These objectives are in line with the definition of the integrated development plan which is to promote community and economic development in all spheres of community life through strategies and programs. Capricorn District Municipality has the responsibility

and accountability to meet the abovementioned constitutional objectives as a category C municipality.

Section 195 (1) of the Constitution of the Republic of South Africa, 1996 explains the following basic values and principles governing public administration:

- a) A high standard of professional ethics must be promoted and maintained.
- b) Efficient, economic and effective use of resources must be promoted.
- c) Public administration must be development-oriented.
- d) Services must be provided impartially, fairly, equitably and without bias.
- e) People's needs must be responded to and the public must be encouraged to participate in policy-making.
- f) Public administration must be accountable.
- g) Transparency must be fostered by providing the public with timely accessible accurate information.
- h) Good human resource management and career development practices to maximise human potential, must be cultivated.
- i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on equity, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

The above principles are applicable to all spheres of government, organs of state and public enterprises. The national government must pass legislation that promotes values and principles of public administration. Values are established ideals of life that have been practised by generation to another generation in a given society. Public administration is value laden to ensure that community values should not be undermined during and after the developments. Public administration and the integrated development plan must be governed by values and beliefs of different communities within the district municipality.

In terms of Section 26(1) and 27(1) of the constitution of the republic of South Africa, everyone has the right to access to adequate housing. Housing is a requirement to every citizen and the tool to meet this objective is through the integrated development plan. In regard, government has embarked on housing schemes in different villages through the Reconstruction and Development Plan (RDP). The criteria used to identify the need and deserving people was done through municipal councillors in consultation with communities. When the housing plan was unfolded through different local municipalities and traditional villages it was a confirmation of the constitutional rights of all citizens.

In terms of the Local Government: Municipal Structures Act, 1998, municipalities must formulate, prepare, implement and review the Integrated Development Plan in order to continuously monitor and evaluate community development strategies in all spheres of life. This is the process that determines the role of IDP in community development.

In terms of the 2016/17-2020/21 final IDP/Budget, there are 16042 households with no access to houses in the district. This is an indication that the IDP should intervene in order to satisfy the housing need in the district.

The housing backlog in CDM is as follows:

Table 6.1

Municipality	Status Quo	Municipal Area Backlog
Polokwane	1437	8753
Blouberg	1006	839
Lepelle-Nkumpi	400	2268
Molemole	24	3464
Aganang	375	718
Total CDM	3242	16042

Source: COGHSTA Administrative Records

2.6.1.1. Polokwane Municipality

Polokwane city has a population of 628 999 and is situated at the center of Limpopo province and the national N1 road passes through Polokwane and a number of main arterial routes converge in Polokwane. The city inter-connects and interrelates horizontally with the adjacent municipal areas. There are plans which are at an advanced stage to spatially incorporate Aganang local municipality to Polokwane municipality. According to the reconfiguration of Aganang, 13 wards of Aganang will be merged to 38 wards of Polokwane municipality which will give a total of 51 wards. The finalization of this process will be done after the local government elections which are scheduled to be done on the 3rd of August 2016 (Final IDP/ Budget, 2016/17 – 2020/21: 38).

Polokwane city is the vibrant capital of Limpopo province. The above table reflects the housing backlog in particular in the rural areas. The more the population, the more housing backlog. In Polokwane city, the municipality is in partnership with the private sector in an attempt to reduce the housing backlog. Although the housing backlog appears to be high it must be seen in relation to this population of Polokwane municipality (Final IDP/Budget 2016/17-2020/21:46).

Polokwane municipality has six cluster of settlements which are city, Seshego, Mankweng, Sebayeng/Dikgale, Molepo/Chuene/Maja and Moletjie. Situated on the outskirts in several clusters, there are less formal settlement areas which are experiencing enormous influx due to spiraling rural urban migration trends. These areas are in dire need of upgraded services and infrastructure. The people staying in these settlements are struggling to cope with the informal influx of many people who want access to improve quality and improve living conditions (CDM Summarised Annual Report, 2014/2015: 40).

Taking into consideration of the reconfiguration of Aganang and Polokwane municipality, the IDP will play an important role in order to address and redress the economic imbalances which are experienced by Polokwane municipality and Aganang municipality in terms of service delivery. The integrated development plan is the main tool of

development that will help to accelerate the mainly 13 poor wards when they merge with Polokwane municipality.

The integrated development plan will help to co-ordinate basic services such as housing, water, electricity, roads, infrastructure and social security. In terms of the Bill of Rights all citizens of the communities must be afforded basic services that will reflect meaningful community development comparable with other areas in the city. The Polokwane municipality settlements mentioned in the preceding paragraphs, require vigorous economic intervention in order to bring them on par with other better developed areas (Final IDP/Budget 2016/17-2020/21:48).

The municipal councilors, officials and community stakeholders are faced with a big task to co-ordinate all services in order to bring meaningful economic development and improve the living conditions of the population from the urban areas to the city so that no citizen should feel less economic privileges compared to the city dwellers. Services should be distributed fairly and equitably to all citizens in order to bring peace, stability and loyalty to government amongst the communities through participation.

It is encouraging to note that Polokwane municipality has an IDP office that is coordinating all developments in the municipality with special preference to the previously disadvantaged and marginalised blacks in order to redress the apartheid legacy that was created by whites. The IDP, office is manned by committed officials who are together with councilors striving to improve the quality of life. The local municipal mayor, officials, councilors and communities with their traditional leaders are committed to make an IDP a tool of meaningful development. This is evidenced by the statistical developments in Polokwane municipality. Many villages have access to basic services and infrastructure that is able to give them a decent quality of life.

2.6.1.2. Blouberg Municipality

Blouberg municipality has according to the 2011 census a population of 162 629 and a total of 35598 households and occupies an area of 9248 m². It is third largest municipality after Lepelle-Nkumpi and is in the rural area of Blouberg with small development centers.

The municipality has a municipal council which is committed to the delivery of services. There is an IDP office which is responsible for the integrated development plan to ensure that basic services such as water, roads, RDP houses, infrastructure and other services (CDM IDP 2016/17-2020/21:36-37).

The major economic sectors are agriculture, mining and tourism. The IDP office is effective and efficient as all economic development sectors are coordinated to ensure that all services are accessible by the people. Blouberg experiences challenges of high unemployment and high illiteracy rate. Most areas are not suitable for development. There is a huge infrastructure backlog in terms of water, roads, sanitation, education, health and recreational facilities.

2.6.1.3. Lepelle-Nkumpi Municipality

According to the 2011 census, this municipality has a population of 230 350 covering a total area of 3463 m². This municipality is predominantly rural with approximately 95% of its land falling under the jurisdiction of traditional authority. The municipality has six traditional authorities namely, Mathabatha, Seloane, Ledwaba, Moletlane and Mafefe. It is the second densely populated municipality after Polokwane municipality with the total households of 59 682.

This municipality has an IDP office which is planning all economic activities. Through the office of the IDP manager, the municipality has managed to secure water service provision agency status from the CDM. The municipality expanded household refuse removal to rural areas, improved collection rate of billed revenue, introduction of new mining developments, high sports activity among young people with one professional soccer club and softball clubs that are in the provincial league that outnumber all municipalities in the province. The municipality has through the IDP managed to complete infrastructure projects on time which are of high quality standards (Final IDP 2016/17-2020/21:37).

The IDP office has developmental challenges such as high infrastructure development backlog, land availability due to tribal ownership. Some of the challenges are low revenue

base, by-laws enforcement and environmental management. These challenges are being addressed by the CDM the municipality itself through the IDP and public participation of all communities in different participation forums.

2.6.1.4. Molemole Municipality

According to the 2011 census, Molemole municipality had 108 321 population. This municipality has an IDP office and is characterised by high levels of poverty and inequalities. The economic base of this municipality is agricultural development and the municipality produces quality potatoes and tomatoes. There is one national road, N1 that crosses through the municipal area linking Molemole with Vhembe district municipality in the north (Final IDP 2016/17-2020/21: 38).

Most of the workers are in government and few in the community service sectors. The majority of households derive their income from social grants and the informal sector. The municipality has developed a local economic development strategy which supports the integrated development plan. The integrated development plan helps the community in prioritising needs and wants of communities.

2.6.1.5. Aganang Municipality

Aganang municipality has a population of 131 164 with 33 918 households. Aganang is one of the municipality found to be behind in terms of delivery and financial viability. This municipality is not able to sustain and deliver services and therefore not viable. Currently, Aganang has 19 wards and in terms of the reconfiguration process CDM has agreed to the de-establishment of Aganang. Aganang has an IDP office that is integrating all economic developments within the municipality (CDM Talk, January-March 2016).

In terms of the reconfiguration process, 13 of its wards are to belong to Polokwane, 2 wards be merged with Molemole and 4 wards be merged with Blouberg municipality. The district would then have a new reconfigured map and administrative powers and functions would be transferred to Polokwane municipality. The Capricorn district would then have four local municipalities. The whole reconfiguration process and de-establishment of

Aganang was targeted start operating after the municipal elections held on the 3rd of August 2016. All wards transferred to Polokwane municipality will fall under the Polokwane integrated development plan. The re-alignment of boundaries is to ensure effective coordination and provisioning of services by municipalities and communities. These changes do not suggest that people will be moved to another area. It only means administrative municipal infrastructure will be used in Polokwane, Blouberg and Molemole municipality.

Traditional leaders are not meant to lose their village and authority because of the reconfiguration process. The municipal council, communities of Aganang were fully consulted and they agreed that the IDP will help to co-ordinate all processes (CDM Talk, January-March 2016).

2.6.2. Local Government: Municipality Systems Act, 2000 (Act 32 of 2000)

In terms of Section 25 (1) of the Local Government: Municipality Systems Act, 2000 (Act 32 of 2000), each municipal council must within a prescribed period after it has been elected into power, adopt a strategic plan encompassing vision, mission and objectives to realize the development plan of the municipality which include the following key dimensions:

- a) Linking, integrating and coordinating plans and taking into account proposals for the development of communities within its territory
- b) Aligning the resources and capacity of the municipality
- c) The strategic plan should be compatible with national and provisional development plans and planning guidelines which are in line with the legislative framework.

The above key dimensions indicate that the integrated development plan is more relevant for community development because all projects of municipalities are managed by the IDP. The IDP is a very important tool of community development and no municipality can function without an IDP. In each and every municipality there is an IDP manager who formulates and implement the IDP strategies in the whole municipality (Venter, 2014:104).

2.6.3 Local Government Municipal Structures Act 1998 (Act No. 117 of 1998)

According to section 19 (2) of the Local Government: Municipal Structures Act 1998, municipalities should be responsible and accountable and apply the Batho Pele principles. These principles are consultation, service standards, access, courtesy, information, openness and transparency, redress, value for money in order to promote people first in all services that are done by the municipality. Municipalities should establish structures of governance like the ward committees in order to apply basic values and principles governing public administration and in particular local government administration. Section 195(1) of the constitution stipulates the following values and principles: people first (Batho Pele) principles, service delivery, value for money and good governance.

Section 35 (1) of the above Act 117 of 1998 states that an integrated development plan is the principal strategic planning instrument which guides and informs all planning and development within the municipality and the community. Strategic planning can be defined as the set of planning principles and actions that determine the long, short and medium terms of planning. It includes environmental scanning, strategy formulation, strategy implementation, evaluation and control (Venter, 2014:103). According to section 36, a municipality should give approval for the implementation of the integrated development plan and conducts its community development according to the integrated development plan.

2.6.4 Municipal Finance Management Act, 2003 (Act No.56 of 2003)

In terms of Section 21 (2) of the Municipal Finance Management Act, 2003 (Act No. 56 Of 2003), a municipality is required to consider the role played by the IDP when preparing an annual budget. All municipalities must take into account the role of the IDP which is to consider all aspects of community development. Community development entails economic development, infrastructure development, road and all services which are of capital nature. The budget must specify the amount to be paid in each and every development project.

A municipal council must review its IDP annually in accordance with an assessment of its performance. In this process realistic steps must be taken into account regarding the revenue and expenditure based on the short and long term projection for future years. During the budget process, the municipal council must take into account the national budget and the national government's fiscal and macro-economic policy as well as the Municipal Finance Management Act, 2003(Act No. 56 Of 2003). In the case of a local municipality, the municipal council must consult with the district municipality and all other local municipality within the area of the district municipality. Consultation should also be made with the relevant provincial treasury and the national treasury or any other national or provincial organ of state as may be prescribed. A municipal council should then take into account the role of the IPD during the preparation of the annual budget.

In terms of Section 21 (1) of Municipal Finance Management Act of 56, 2003, the mayor of a municipality must co-ordinate the processes of preparing the annual budget and for reviewing the municipality's Integrated Development Plan and the budget related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget- related policies are mutually consistent and credible.

2.6.5 The White Paper on Local Government, 1998

Municipalities have a responsibility of developing sustainable settlements which meet the needs and the quality of life of the inhabitants. Municipalities should understand various dynamics operating within their area; develop a vision for their area and strategies to realise the vision in partnership with community leaders and other stakeholders. The dynamics within the area include high unemployment rate, insufficient collection of revenue which affects growth of our budget adversely (CDM Annual report, 2014/2015: 27-29).

According to the White Paper on Local Government of 1998, municipalities should follow steps towards producing an integrated development plan (IDP). The municipal council must assess the current social, economic and environmental reality in its area. The process of assessment will be informed by community needs through close consultation with relevant stakeholders. The relevant stakeholders refer to are community leaders,

chiefs, business leaders, civic organisations and the municipality itself. In this process of determining the community needs the municipality must also develop a vision, mission and objectives for the development in its municipal area.

A survey of available resources, skills and capacities within the community must be established. When all resources have been established, the municipal council must prioritise the needs in order of urgency and long term importance. The process of prioritising the needs must be done by the municipal council in consultation with the different community leaders. The development of the IDP frameworks should have goals to meet community needs. Community needs must be met through the formulation of strategies and programs that will be achieved within specific time frames. Municipal projects and programs must be implemented in order to achieve key municipal goals. When projects have been established, monitoring tools to measure impact and performance should be used to evaluate the impact and performance of the project.

The Integrated Development Plan is a strategic framework to help municipalities to fulfill their community development mandate. The IDP enables municipalities to promote and align their financial and institutional resources to promote a developmental local government. The IDP is a vital tool to ensure the integration of municipal activities with other spheres of development planning at provincial, national and international levels, by serving as a basis for communication and interaction (CDM Revised Process Plan, 2015/16: 4).

They serve as a basis for engagement between municipality and communities at different spheres of government with various stakeholders. Participatory and accountable government has meaning only if there is relationship between planning and resource allocations for the improvement of the quality of life. The IDP enables municipalities to compare and weigh their obligations and systematically prioritize programs and resource allocations. An IDP is a framework for municipalities to prioritise their actions towards meeting needs while maintaining the overall economic municipal and social infrastructure.

Integrated Development Plan assists municipalities to focus on the environmental sustainability of their delivery and development strategies. Sustainable development is

development that delivers to all, without threatening the viability of the ecological and community systems upon which these services depend. IDP helps municipalities to develop a holistic strategy for poverty alleviation.

Poverty is not just about low household income. Poverty includes aspects of deprivation such as a lack of assets to help households to cope with shocks and stresses a lack of resources of contacts necessary to secure political advantage, a lack of the access to education, health care and emergency services and the lack of safe secured and adequately sized housing with basic services (Venter, 2014: 110).

Municipalities face immense challenges in developing sustainable settlements which meet the needs of local communities. In order to meet these challenges, municipalities will need to understand various dynamics operating within the area in order to develop a concrete vision for the area, and strategies for realising and financing that vision in partnership with other stake holders (The White Paper on Local Government, 1998:27).

The role of the IDP is to build up a comprehensive integrated plan. The IDP should empower municipalities to put first things first and setting priorities. In terms of the White Paper on Local Government (1998: 27) the IDP should be viewed as incremental plans and a process which is subject of review, new or changed priorities may be incorporated. An IDP is a normal and required municipal function. The development of an IDP should be managed within municipalities, and provide a way of enhancing the strategic planning capacity of the administration, building organisational partnerships between management and communities and enhance synergy between municipalities and communities (CDM Revised Process Plan, 2015/16: 5).

According to Venter (2014: 108), municipalities are required to be multi-sectorial in their approach to integrated development planning. Municipalities should prepare plans that meet the requirements of different departments such as the Department of Water Affairs, Department of Transport, and Department of Settlements. Municipalities are required to have the following key elements of effective IDP:

- Each municipality should develop a strategy and clear objectives. The objectives provide a broad strategic framework for community development.

- Develop action plans and budgets.

There must be two key interlinked action plans which will flow from objectives to delivery. The first is an institutional plan of action, followed by a financial plan of action.

According to Van der waladt (2014: 119), municipalities should re-organize their administration focusing on Institutional plans, including human resource development strategies as important tools for municipalities. These plans are intended to assist municipalities in reorganizing their administrations for improved delivery to communities. Integrated Development Plan should be linked to financial planning. The financial plan should produce a medium- term projection capital and all recurrent expenditure. Municipalities should develop a plan for raising revenue to support strategies. The financial plan should show how priorities in the budget will be funded. Provincial governments should monitor the extent to which municipal budget priorities reflect the IDP and use existing conditional grant mechanisms as incentives.

2.6.6 The Local Government Transition Act, 1996 (Act 97 of 1996)

In terms of Section 25 of the Local Government Transition Act, 1996, all municipalities are required by law to develop an Integrated Development Plan for their area. The role of the IDP is to enhance economic and other related community development so that poverty can be eradicated. Municipalities should mobilise all resources and align capacity and systems with strategic development objectives (Section 25, Local Government Transition Act, 1996).

The Local Government Transition Act, 1996 allows the formulation and implementation of IDPs by District councils to be subject to the approval of municipalities within the district. In terms of the Transition Act, District IDPs provide guidelines for the local development objectives of each municipality and for the planning and programs of departments with decentralized field offices in the area. As district municipalities takes responsibility for IDPs, their ability to impact of district economic development increase.

2.7 THE PURPOSE OF THE INTEGRATED DEVELOPMENT PLAN

The legislative framework gives powers and functions to municipalities and in particular Capricorn District Municipality (CDM) to formulate and implement the Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality (Capricorn Integrated Development Plan, 2014/15: 109).

In the quest of cost effective solutions, municipalities endeavor to deal with causes rather than the tip of an ice-berg. It is important that the real cause is addressed in order to have a lasting solution. The IDP can serve as a valuable tool to speed up service delivery by providing as a guiding tool for investment. In this process all relevant role players should be mobilized for implementations. Decision-making mechanisms and procedures are important to be followed in order to fast-track all processes that will lead to realistic and implementable projects using available resources (Venter, 2014: 111).

The IDP attracts and uses additional funds for development in an advantageous way (Khalo, 2014:205-206). The IDP is tool used to strengthen democracy through public participation. There must be a good partnership between communities and municipalities when implementing the IDP. South Africa still has a legacy of *Apartheid* in different spheres of Government; the IDP is a tool that promotes integration of rural and urban areas and the different socio- economic sectors. The IDP plays an important role in consolidating and enhancing community development depending on the participation and understanding of communities and municipalities (Venter, 2014: 103-104). Through the IDP all resources are equitably distributed through a wide consultative process that involves different structures within communities, however, not all members of communities attend meetings which have been called by the municipalities and this leads to failure of some projects in communities. An Integrated Development Plan is a tool to alleviate poverty depending on the full participation of both municipalities and communities. Although the integrated development plan is a tool to alleviate poverty it is rendered ineffective in some communities because of corruption by some communities' members and municipal officials (CDM Talk: July-September 2015).

In the case of Capricorn District Municipality there are areas where water supply is not available for 24 hours unlike in the city of Polokwane. In infrastructure, Capricorn district municipality has completed 12 water projects within Aganang that benefited 2700 households in the previous 2014/15 financial year. In Blouberg the municipality completed 10 water projects that benefited 4356 households while in Lepelle Nkumpi 11 water projects were completed and benefited 10 413 households. In Molemole 9 water projects were completed and benefited 2801 households. The Municipality completed 3 water projects of over 13 000 yard connection to the community of Zebediela in Moletlane. The municipality handed over more water projects in villages like, Kgomo School, Phofu, Naledi and Leputlako in Aganang and energy projects in Birzichz in order to increase access to basic services. This progress was made in spite of persistent challenges in operations and maintenance such as ageing infrastructure, insufficient sources of water, over-dependence on underground water and theft of water pumping engines. In villages where there are shortages of water, the municipality dispatched water tankering trucks to supply them with water as a temporary relief while they find lasting solutions to water shortages. According to executive mayor of Capricorn district municipality most of their complaints on water shortages are from villages with new extensions and mushrooming of new settlements has always posed challenges as they demand their own water connections. Some villages within Capricorn District Municipality have not been tarred despite the promises from the municipality that they will be tarred soon (CDM Talk: July-September 2015).

According to the White Paper on Local Government, the IDP is a tool used to operationalize the notion of developmental local government in terms of the Constitution of the Republic of South Africa. All operations in the local government are guided by the IDP as a tool of service delivery (IDP Training Guide, Undated: 7).

2.7.1 Integrated Development Plan as an Agent of Transformation

When South Africa obtained its democracy on the 27th of April 1994 there was a backlog of service delivery to all the people because of the apartheid policies. The IDP was developed to fast track transformation and service delivery to all South Africans. Parnell,

Pieterse, Swilling, and Wooldridge (2002: 84) identify the aims of the IDP in the following sectors:

2.7.1.1 The Integrated Development Plan is based on the democratic, participatory planning and efficient modern and good managerial practice (de Beer and Swanepoel, 2013: 38-40). The IDP reconciles the aspirations of all South Africans regarding service delivery. Community development should not be segregated; it must be enhanced through the IDP. South Africa has different demographics with objectives different from one another but with common understanding of improving the quality of life.

2.7.1.2 All people must enjoy equal treatment and resources available in their area. The IDP promotes all future projects and ensures that challenges and problems are solved in a more developmental way in order to harmonise service delivery and eradicate poverty within communities (Tshivhase, 2008:17).

2.7.1.3 The IDP aims to provide a framework on how services can be delivered to all communities. It generates shared values, vision, mission and objectives on how best services can be delivered. The core purpose of local government is realized through community structures. The IDP is a tool to integrate local government activities with those from other spheres of government.

2.7.1.4 The IDP is a gearing mechanism through which constitutional obligations are matched with priorities of locally generated needs. The complex interrelationship among various development aspects such as political, social, economic, environmental, ethical, and infrastructure should be taken into consideration during the formulation and implementation of the IDP. When the IDP has been formulated, community needs are easily identified and anti-poverty and growth strategies are executed in order to realize community needs (Tshivhase, 2008:18). Reddy, and Meedley (2003:72) explain the benefits of the IDP as assessing the needs of communities and prioritising the needs in order to set objectives, strategies and programs.

2.8. THE FORMULATION OF INTEGRATED DEVELOPMENT PLAN

The integrated development plan is a participatory process that requires the involvement of various role players. According to a document of the Department of Provincial and Local Government (DPLG, 2000:34) the plan should involve the structures that will be responsible to manage the planning process. The participatory method should be clearly explained so that participation should have meaningful impact. During the participation of different stakeholders time schedule for the planning process should be clearly stated in order to indicate areas of responsibility and who is to do what, where and how. It must be clear as to how the process will be monitored and evaluated.

The District Council should develop an IDP framework in consultation with all local municipalities within the district. The framework ensures consultation, co-ordination and alignment between the district council and local municipalities. The role of the framework is to guide the development of the IDP process plan for the district and each local municipality. The process of developing the IDP consists of five phases (DPLG, 2000:34). These phases are identified and discussed in the paragraphs that follow.

2.8.1. Phase 1: Analysis

The analysis phase deals with the existing situation within the municipality. Focus is directed to the types of challenges and problems experienced by people and causes of these problems. In this phase facts and figures of the real situation must be established in order to find the development gaps of social, economic, infrastructure, and the poverty level. The municipality must establish people's perception regarding their problems and challenges as well as the causes thereof. The analysis should address real challenges and not symptoms of the problems (Venter, 2014:112-115).

At this phase it is important to determine priority needs because the municipality does not have sufficient resources to address and redress all concerns raised by different sectors of the community. The following three factors should be properly analyzed in general so as to obtain better results of the analysis.

Capricorn District Municipality Situation Analysis

Table 1: CDM population density

Municipality	Population	Population Density(/Km ²)	Total Area (Km ²)
Blouberg	162 629	17.6	9.248
Aganang	131 164	69.7	1.881
Molemole	108 321	32.4	3.347
Polokwane	628 999	167	3.766
Lepelle-Nkumpi	230 350	66.5	3.463
Capricorn	1 261 463	58.1	21.705

Source: STATSSA, Census 2011

The table below shows the population, households and wards of Capricorn District Municipality from census 2011

Table 2: Population, Number of households and wards per municipality

Municipality	Municipality Code	No.of Settlement	No.of population	%	% Population Growth Per Annum	No.of Households	%	No.of Wards
Aganang	LIM 352	105	131 164	10.4	-1.13	33 918	10	19
Blouberg	LIM 351	125	162 629	12.9	-0.54	41 192	12	21
Lepelle-Nkumpi	LIM 355	93	230 350	18.2	0.10	59 683	17	29
Molemole	LIM 353	54	108 321	8.6	-0.10	30 043	9	14

Polokwane	LIM 354	211	628 999	49.9	2.13	178 002	52	38
Capricorn	DC 35	588	1261 463	100	0.80	342 838	100	121

Source: STATSSA, Census 2011

A. Polokwane city- Polokwane local municipality

This is the city of Limpopo province with the population of 628 999 and it is the fastest growing local municipality with the households of 178 002 and 38 wards. Its total settlements is 211 according to census 2011. According to the above table Polokwane Local Municipality has more population and also is in the city where most people of the Province are working and staying there. It is the municipality which is growing faster than other municipalities.

B. Lepelle-Nkumpi

This local municipality has the population of 230 350 and second fastest growing municipality in Capricorn district municipality with 0.10% population growth per annum. It consists of 93 settlements and 17 wards. As a second fastest growing municipality there are different economic activities that create job opportunities for the local people because of its fast rate of development it can be considered as the second city after Polokwane City.

C. Blouberg

This local municipality has the population of 162 629 and negative population growth of -0.54 per annum. It consists of 125 settlements and 21 wards. The negative growth may be attributed to the movement of people from villages to the city of Polokwane under Polokwane local municipality. There are various contributory factors towards the negative population growth as a result of unemployment, poverty and closing down of industries resulting into people moving from Blouberg local municipality to Polokwane local municipality.

D. Aganang

It has a population of 131 164 and the population growth per annum is -1.13 and consists of 19 wards and it has 105 settlements. This is the fastest local municipality with fastest migration rate of people moving to Polokwane local municipality in search of employment. In terms of Reconfiguration of Limpopo Municipalities, Aganang is in the process of disestablishment that will result in the sharing of its wards with Polokwane Local municipality, Molemole local municipality and Blouberg local municipality.

E. Molemole

It has a population of 108 321 and the population growth is at -0.10 per annum. It also consists of 54 settlements and 14 wards. This is the smallest local municipality with the smallest negative population growth. Which is caused by unemployment and poverty.

According to STATSSA, 2011 the total population of Capricorn District Municipality was 1 261 463 and the population growth at 0.80 per annum. Having 588 settlements and 121 wards

2.8.2 Phase 2: Strategies

Phase 2 on strategies of the processes of the integrated development plan seeks to understand problems affecting the people and its causes and then formulate solutions to address the problem. During this process local municipalities should be invited to attend strategy workshops on each of the priority issues (Venter, 2014:112-115).

A strategy may be defined as a method of making plans happen in the most effective and efficient manner. The district municipality and local municipalities should together address the most appropriate problems-solving strategies. Members from civil society should be invited to participate in the process.

When a problem has been identified in phase 1 a vision must be developed to give a clear picture on how the ideal situation will be resolved. Development objectives should be defined in clear statements that would enable the municipality to achieve short, medium

and long term solutions. According to the definition of strategies the municipality must develop the way on how it wants to achieve a certain goal, a process must be developed to realise a strategy (Tienie and Kobus, 2004: 2). When the municipality has identified the best methods for achieving its development objectives, identification of specific projects should unfold. When the municipality has identified the best methods for achieving its development objectives, identification of specific projects should unfold.

2.8.3 Phase 3: Projects

A project is defined as a venture to make goods and services for the consumption of communities (Venter, 2014:113). Phase 3 is about the design and specification of the projects to be implemented. During this process, the municipality should make sure that the projects have linkage to the priority needs and objectives identified in previous phase. When a project is established, municipalities should have a target group or intended beneficiary for the project. The viability and location of a project should be identified in order to make a project a success. In the event that this process is not properly managed a project will fail because it will not meet the needs of the people. The life span of the project must be properly determined by its commencement and the end time of the life span of a project (The White Paper on Local Government, 1998:27).

As soon as the project has been identified and established, a competent project manager must be employed to manage the project in terms of the project management principles. The project manager must ensure that proper budgeting is done so that the project could commence and end in more economical way. Municipalities should establish the source of funding a project which must be well explained whether national, provincial or the local municipality will fund the project from its own resources. The project can be funded by donors if the municipality does not have an adequate budget. The performance and impact of the project in the community should be well articulated with clear target and indicators (Venter, 2014:113).

2.8.4 Phase 4: Integration

When the project has been identified the municipality must ensure that they are in line with municipality's objectives and strategies and that there is compliance with the legal framework. In this phase, the municipality has an opportunity to harmonise and integrates the project in terms of its production, location and timing in order to arrive at a consolidated and integrated development plan. The municipality should have strategies for dealing with matters like poverty alleviation. These integrated programs are for the medium and long term plans as useful guides for short term plans (IDP Training Guide, 2001: 34).

2.8.5 Approval

In phase 5 the integrated development plan document should be submitted by the ward community to the municipal council through the councilor for consideration and approval. The municipal council must look and check whether the IDP identifies all issues or problems that affect the municipal area and to what extent the strategies and projects will contribute in resolving the problems.

Before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft plan. When the public has given all the input, the draft plan will be amended and thereafter submitted to the municipal council for approval. After the approval by the municipal council the document should be sent to the MEC of the province for assessment. In terms of the municipal systems Act the MEC should assess the integrated Development Plan in order to establish whether it complies with the requirements of the Act and also is not in conflict with the integrated Development plan and strategies of other municipalities and organs of state (IDP Training Guide, 2001:36-37).

When all IDP processes have been completed the municipality will have an IDP which has the support of the municipal officials' communities, relevant municipal agencies in charge with implementation of programs and projects within the municipality. The municipality and the community will own the IDP because all parties would have

participated in the formulation and development of IDP programs (De Beer and Swanepoel, 2013: 72).

2.9 CHALLENGES IN THE IMPLEMENTATION OF THE INTEGRATED DEVELOPMENT PLAN

The implementation of the integrated development plan has amongst others the following challenges:

2.9.1 Municipal Capacity

Municipalities do not have sufficient human resource and financial capacity to develop and implement IDP's. Human resources refer to qualified officials who are competent to implement and monitor the IDP. Financial capacity refers to the budget that has been approved by council to complete projects. In many instances municipalities outsource support and assistance when it comes to developing and implementing IDP's effectively. Municipalities should plan their financial budget which is affordable in terms of the needs of the communities. Ismail (1997:78) recommends that it is important to ensure that the budget is within the prioritized needs. It is not advisable to plan for services which the municipality will not afford to provide.

Municipalities are required in terms of the Municipal Finance Management Act (Act No.56 of 2003) to prepare and co-ordinate the process for preparing the annual budget and for reviewing the municipalities integrated development plan and budget related policies. Each and every project must have its budget which has been approved by the municipal council. The budget must be in line with the needs of a project in terms of the integrated development plan. Should there be deviation from the budget on a particular project approval must be sought from the municipal council.

2.9.2 Interdepartmental Relations

In terms of the Integrated Development Training Guide (2001: 31), some policies and officials of different spheres of government do not adhere to the by-laws of municipalities especially where policies tend to contradict with each other. These challenges contribute

to institutional conflict and cause delay in service delivery. In terms of section 41 (1) of the Constitution of The Republic of South Africa, 1996 all sphere of government and all organs of state within each sphere must cooperate with one another.

In terms of the constitution the municipality must preserve the peace, national unity and the indivisibility of the Republic in order to secure the well-being of the people. It must provide effective, transparent, accountable and coherent government for the Republic as a whole. There must be loyalty to the constitution and the people to the republic. Municipalities must respect the constitutional status, institutions, powers and function of government in the other spheres of government. A municipality must not assume any power or function except those conferred on them in terms of the Constitution. Municipalities must exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere. The cooperation of all spheres with one another should be done in mutual trust and good faith.

2.9.3 Public Participation

An adequate level of participation has been also identified as a challenge. This is evidenced by poor attendance of meetings by different stakeholders in the community. Most of the community members have little or no knowledge about the role of IDP in community development, and as such their attendance is poor. When the attendance of community is poor officials lack enthusiasm during liberation and implementation of the IDP. Communities have no commitment to the IDP and as such delivery of services is done at slow pace (Van der Walt and Reddy, 1996: 82).

2.9.4 Relationship between the plan and implementation

When the IDP has been delayed for implementation there may be challenges that may necessitate the implementation process to have flaws that are found to be difficult to implement because the circumstances have changed to an extent that the plan is no longer implementable. Formulations of the plan and implementation have challenges that at times may necessitate the change of the plan. The poor relationship between the plan

and implementation is caused by delays within the municipality administrative processes making the project difficult to implement as a results of time-lapse. It is important to maintain the relationship between the plan and implementation in order to realise the intended objectives of the plan. Government has realized that these challenges require monitoring and evaluation of projects (Van der waladt, 2014: 124-125).

2.9.5 Mode of implementation of the project

Projects differ from one to the other because of the nature, type and the purpose of the project. According to Swanepoel and de Beer (2013:73-74), it must first be established whether the plan addresses the needs of the people. All tasks must be identified in terms of area of responsibility and accountability. It must be clear who is responsible for which task and to whom is the person accountable to. The project plan must be fully explained and understood by all people working in the project. The project must have implementation indicators which must be followed in a logical order in order to trace any deviation from the plan. The mode of implementation must be in such a way that all tasks have been completed.

According to Bekker (1996:148), the project team must be committed and trained in order to attain their goal. The project must be done using accurate cost estimate which have been prepared by financial officers. Each and every project must have a project team which has been established by adequate, competent people with different capabilities. The project team must be able to foresee the project budget whether it will be able to complete the project. During this process, proper planning and control techniques must be enforced in order to bring project success. Municipalities should ensure that proper orientation and social responsibility is done in all projects. Municipalities should try to avoid bureaucracy in order to have a convenient flow of management information. All projects must have a site project manager who is going to monitor success or failure of the project.

According to Parnell, Pieterse, Swilling and Wooldridge (2002:287), there are generic problems and challenges encountered during the implementation process such as inexperienced and uncommitted municipal officials and political office bearers. Currently,

corruption has become the cause of all evils towards failure and collapse of municipal projects. In this process communication with local municipalities is poor or non-existent as officials and politicians are blaming one another. The financial management incompetency of municipal officials results in budget constraints regarding projects. Municipalities should develop an anti-corruption strategies that will prevent maladministration of the IDP.

2.10 THE POWERS AND FUNCTIONS OF CAPRICORN DISTRICT MUNICIPALITY TOWARDS COMMUNITY DEVELOPMENT

Development is about improving the socio-economic quality of people's life. In terms of Capricorn District Municipality IDP (2014-15:33) development has traditionally meant the capacity of a national economy, whose initial economic condition has been more or less static for a long time, to generate and sustain an annual increase in its gross national product. Community development is the mechanism of community empowerment in various economic, sectorial, spatial, social, institution, environmental and fiscal strategies in order to allocate scarce resources and to empower the poor and the marginalized (Capricorn District Municipality IDP, 2014-15: 33).

In terms of the 2013/14 Integrated Development Plan review of the powers and functions of Capricorn District Municipality are to formulate and implement the integrated development planning for the district municipality as a whole including a framework for integrated development plans of all municipalities (i.e. Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane). Capricorn District Municipality must co-ordinate all development within its area. The role of Capricorn district municipality is to coordinate all development that are taking place within local municipalities in its area. The district municipality developed an IDP framework for local municipalities to develop their own IDP strategies.

Capricorn District Municipality supplies bulk electricity to all areas of local municipalities within itself. This function is currently rendered by Eskom which further resells electricity to private venders who further resell it to communities for their own gains. Eskom enjoys monopoly of supplying electricity to all communities and this makes electricity to be

expensive as there is no commentator against Eskom. Capricorn district municipality is responsible for district roads which form an integral part of a transport system of the area of the district municipality as a whole. This function has many challenges like road potholes and untarred road leaving most of the road not properly accessible. It is also the responsibility of Capricorn district municipality to regulate passenger transport services (CDM Annual Report, 2014/2015: 26).

The transport services in Limpopo are monopolised by the taxi industry which quite often commuters pay exorbitant taxi fare. This is because Capricorn district municipality does not have its own transport service to carry commuters from home to their place of employment. In this regards we can commend the taxi industry which is transporting people although taxi fare are exhibited. The Capricorn district municipality is also expected to provide municipal airports which can serve the whole district municipality. The air service is currently done by the South African Airways and other private flights. It is expected that in the not too distance future this airport service will be provided for in order to meet the needs of the people.

Municipal health services have been established by health department and private health cares within the area of Capricorn district municipality. There are few health care services which have been established by Capricorn district municipality. In this particular health service the private sector is competing with the public health care service. The challenge here is that of the unaffordability of many people to use the private health care hospitals as they are too expensive. It is envisaged that in the not too distance future the provincial government will establish more hospitals in order to make it more accessible by all people. The Capricorn district municipality has a firefighting services which is helpful in terms of fire emergencies. The CDM has a responsibility and a control over fresh produce market and abattoirs. As Limpopo is a province which produces vegetables and fruits markets it is also able to export to international markets. It is the role of CDM to ensure that the dead are properly buried in cemeteries and crematoria. This is an area where different community groups exercise their burial choices on how they can bury their fellow relatives. Limpopo as a province currently experiences challenges of unemployment .The province through Capricorn district municipality established public works program in order

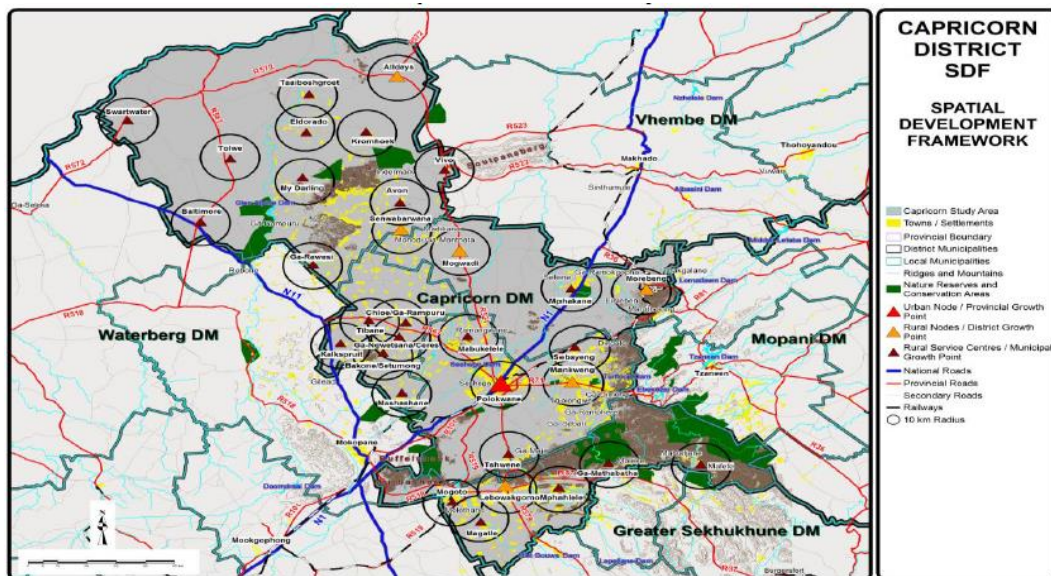
to reduce rate of unemployment. Although not all people can be employed by public works program, this program is giving relief on many families in the province.

Capricorn district municipality has been delegated with a function of collecting taxes, levies and duties by the provincial government. These taxes and levies also contribute to the income of the CDM. There are other essential services like water services and environmental management that is done by the CDM. All these services which are done by CDM are intended to improve quality of life of the inhabitation of CDM. All services which are rendered by the district municipality have the purpose of improving the quality of life through the role of the IDP. All the above functions of CDM are done in terms of the integrated Development Plan with the purpose of improving the quality of life of people in the CDM (CDM Annual Report, 2014/2015: 26).

Nodal Development Points

Nodal development points are those specific locations where development tends to concentrate. The figure and the table below show the nodes that have been identified, in the Provincial SDF, 2007 and confirmed in the district SDF, 2011.

Figure 3: Limpopo Province Town Hierarchy



Source: Capricorn District Municipality SDF, 2011

The provincial SDF identified a total of 29 settlement clusters in the district of which 13 were categorised as growth points (with the majority being located in Blouberg, Polokwane and Molemole). Twenty three per cent (285 928 population) of the district population resides in these 13 growth points

Table 3: Settlement Hierarchy as per Limpopo SDF, 2007

Provincial Growth Points	District Growth Points	Rural service points/ Municipal Growth Points
Polokwane (Polokwane LM)	Lebowakgomo (Lepelle-Nkumpi LM)	Rampuru-Ceres (Aganang LM)
Seshego (Polokwane LM)	Morebeng (Molemole LM)	Alldays (Blouberg LM)
	Mogwadi (Molemole LM)	Avon (Blouberg LM)
	Mankweng (Polokwane LM)	Eldorado (Blouberg LM)
	Senwabarwana (Blouberg LM)	Magatle (Lepelle-Nkumpi LM)
		Mphakane (Molemole LM)
		Sebayeng A & B (Polokwane LM)
Sizeable economic sector providing jobs to many local residents with regional and provincial services delivery function, large number of social services (hospital, tertiary education) and government offices as well as local or district municipal offices	Have meaningful economic bases with some job creation, various social facilities (hospital, health centres or tertiary education), regional government offices or local municipal offices and large number of people grouped together	Have small economic bases compared to district growth points. Services are mainly farming areas with a sizeable business sector providing a number of job opportunities. Municipal Growth Points may have social or institutional activities and a reasonable number of people.

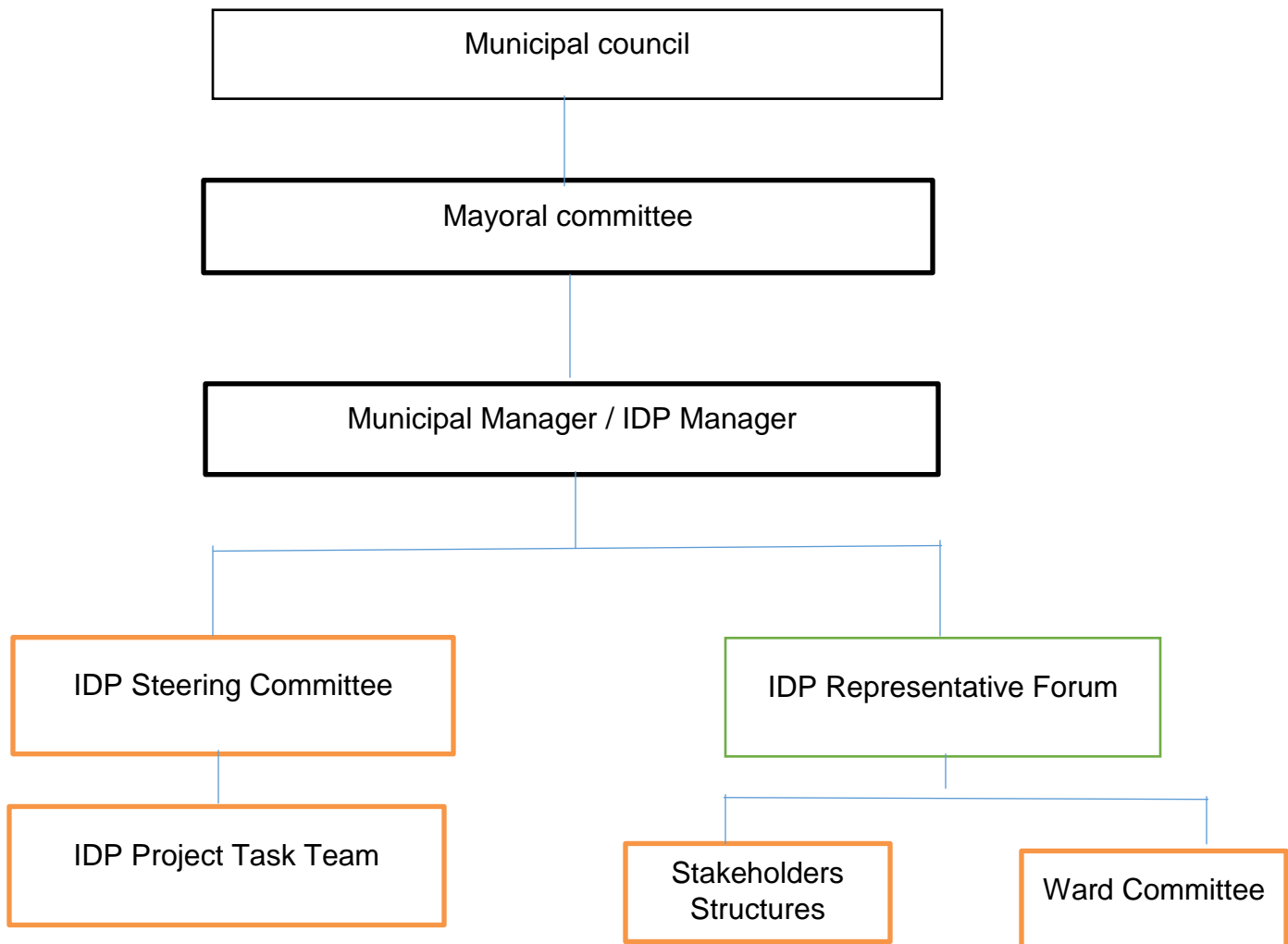
Source: Capricorn Integrated Development Plan, 2014/15

According to the above table the provincial growth points is an economic hub of the province. The district growth points require strategic partners in order to improve community development in their areas. The rural service points mentioned above have small economic basis compared to district growth points. Their economic activities is more on farming than commercial.

2.11 INSTITUTIONAL ARRANGEMENTS OF THE ROLE PLAYERS OF THE INTEGRATED DEVELOPMENT PLAN.

In terms of the constitution of the Republic of South Africa, 1996 section 152 the local government must provide democratic and accountable government for local communities. The local government must have institutional arrangements that will ensure democracy and accountability. This process requires organisational structures as shown below in order to maintain administrative channels of communication to promote service delivery.

FIGURE 2.11.1: Organizational structure.



Source: IDM / IDP Training Guide, undated: 18

Different roles of various stakeholders in the IDP formulation and implementation are identified hereunder (Capricorn District Municipality IDP, 2014-15: 20-30):

2.11.1 Municipal Council

The District Municipal Council is the decision making body that approves or disapproves the IDP. The council ensures participation in the IDP process by all stakeholders in the planning process. The planning process should be in line with key developmental priorities of the municipality. The IDP should meet the requirements of the national and provincial sector planning. The council must approve and adopt the IDP.

2.11.2 The Mayoral Committee

The role of the mayoral committee is to decide on process plan and be responsible of the overall management, co-ordination and monitoring of the IDP. The committee approves and nominates officials who will be responsible of specific tasks

2.11.3 Municipal Manager/ IDP Manager

The IDP manager is responsible for the co-ordination of the IDP process. Terms of reference are preparation of the program for planning process. The manager must ensure that all role players are involved in the planning process and be responsible of the daily activities of the IDP process. The planning process has to consider time frames and resources and thereafter implement, monitor and evaluate the IDP with the IDP steering committee

2.11.4 IDP Steering Committee

This is a technical working team of dedicated officials who support the IDP manager to ensure smooth planning process. Members of the IDP steering committee are the chairperson, secretariat, members of heads of Departments and senior officials of the municipality, the financial manager, legal service manager, and marketing and communication officers.

The function of the IDP steering committee is to establish the IDP Representative forum and monitor its activities. It also involves formulating criteria for composition of IDP Representative Forum, planning, commission research studies.

In this process the IDP manager must identify additional stakeholders taking into consideration the marginalized group resource persons and potential advocate. The steering committee may establish the sub- committee for other specific duties outside the steering committee.

2.11.5 IDP Representative Forum

This is the forum which institutionalizes and guarantees representation in the development process. The selection of the IDP Representative Forum is based on the geographical and social representation. Members are composed by the following:

Chairperson : Mayor or member of the mayoral committee or any member appointed by council.

Secretariat : IDP steering committee

Members : Traditional leaders. Ward committee representative, Heads of Departments/ Senior Officials. Stakeholders' representatives of organized and unorganized groups. Resource persons and community representatives.

The terms of reference of the forum are to represent the interest of their constituents in the IDP process, provide organizational mechanism, ensure communication between all stakeholders representatives and monitor the performance of the planning and implementation process (CDM Training Guide:Undated,18-23).

2.11.6 Additional Challenges in the implementation of the integrated development plan

Although the IDP is a necessary tool for economic development, there are many challenges that impact the IDP in the implementation process. These challenges range

from financial resources to human resources. For the purpose of this research the following are challenges that need attention for the successful implementation of the IDP (Bekker, 1996:150).

2.11.6.1 Skills

All role players in the implementation of the integrated development plan should have the necessary skills to ensure successful implementation of the IDP. According to Barnhart (1996: 1956), a skill is defined as the ability gained by practice or knowledge expertness. This definition means that a role player of the IDP should be a qualified person and has experience of the IDP. This is a challenge to the community leaders who are not educated to the level of expertness in the implementation of the IDP.

Municipal counselors also have difficulty in understanding concepts of IDP because they hold office as a result of political, elections and not necessarily education. Municipal officials are appointed based on their academic qualification with less experience as most of the background of municipal officials is from the teaching profession of education.

2.11.6.2 Leadership

The integrated development plan needs a person with qualities of leadership gained from university qualification and the ability to influence different role players of the municipal and community structures. A distinction should be made between leadership and management. Leadership is about vision and mission and management is about maintaining routine tasks. (Aitken and Higgs, 2010:50) Community leaders, municipal councilors and officials although they are leaders, experience challenges of backlog in service delivery. CDM can be commended for training officials, managers and community leaders to different workshops to upgrade their leadership qualities.

2.11.6.3 Knowledge of the project.

All role players of the IDP should have adequate knowledge about the project and the purpose, policy, activities, responsibilities, procedures and schedules of the project. Most projects fail to give an impact towards community development because role players did not have knowledge about the project.

Projects differ according to their purpose, nature and sustainability in the short, medium, and long term objectives. A specialised project will need a person with a specialised knowledge in order to manage that project. Specialised knowledge is essential in order to have a successful project.

2.11.6.4 Systems and procedures.

Each and every project should have its own systems and procedures in order to be managed properly. Procedures and prescribed policies of the project should be followed throughout the life of the project to ensure good governance and order in resource allocation. Project managers should be qualified to understand systems and procedures that will bring about success of the project.

2.11.6.5 Decision-Making

Project management is all about decision making and only people with relevant qualification are able to take decisions that will yield good results from the projects. Decision-making should be made by institutions and persons relevant to make such decisions. The municipal council in this regard is the highest decision-making body with necessary support from community structures like ward committees. In the CDM the municipal council is the highest decision making body and such decisions are made with consultation with the communities.

2.11.6.6 Motivation and Reward

In every work situation workers are motivated when they are given rewards either in the form of money or any token of appreciation when an employee received this award, he or she is motivated to work hard and be loyal to an organisation. Motivation and reward can be made by different token of appreciation. People are motivated if they are given regular feedback on the progress of project development. Municipal officials should engage community structures and discuss short and long term goals of the project in line with IDP (CDM Talk, July-September 2015: 5).

2.11.6.7. Active participation by community leaders, municipal councillors and officials.

The success of a project is a result of active participation of community structures and municipal counselors and officials (Bekker, 1996:60). Some community leaders are reluctant to attend meetings of municipality because of various reasons. It is however important that municipalities must involve maximum participation during all phases of a project in order to instill a sense of ownership of the project by the people. Maximum participation during all phases of a project should be encouraged. It is only through community participation that communities can have a sense of ownership on the project and there by commit themselves to the success and not the failure of the project. Project management should use the language which can be understood by ordinary people and management must avoid unnecessary technical words during consultations and should give clear information in an unambiguous manner.

2.11.6.8 Supportive Organizational Structure

A project should have flexible organisational structure that shows channels of communication and proper line of command in order to have a smooth delegation of powers and functions. Rigid and inflexible organizational structure of a project can cause inefficiency and ineffectiveness when multi-disciplinary project teams are established.

There must be clear lines of communication and authority to prevent interferences from either the municipality or the community structures.

2.11.6.9 Budget

A budget is financial plan in order to ensure efficiency and effectiveness of the IDP. All stakeholders of the project must have financial management skills and knowledge in order to manage the project effectively. Public funds should be used responsibly and be accounted for through the municipal council. Each financial plan will set out the estimated cost of achieving every stage of the plan as well as the sources of funding all expenditures.

Capricorn District Municipality has for the financial year 2014/2015 received an unqualified audit despite the fact that many municipalities in most provinces have received qualified audit. Unqualified audit from the office of the Auditor General means that the Auditor General is satisfied with CDM's financial management laws in terms of the Municipal Finance Management Act. This means that every cent that has been spent can be accounted for and that the CDM's annual financial management is credible. The acting municipal manager Ms. Thuso Nemugumoni confirmed that an unqualified audit report "means that the municipality is successful in the implementation of internal controls.

In his audit findings, the Auditor General found that the CDM's financial statements present fairly, in all material respects, the financial position and the financial performance of the Capricorn district municipality as at 30 June 2015. The auditor general did not identify any significant deficiencies in CDM's financial reporting in terms of IDP budgeting processes for both the capital and operational budgets.

2.11.7 Benefits of the Integrated Development Plan

The IDP is informed by the development problems affecting its municipal area and guided by information on available resources in order to develop and implement appropriate strategies and projects. The following are the benefits of integrated development plan (Venter, 2014: 111-112):

2.11.7.1 A Mechanism to Fast-Track Service Delivery

Integrated development plan is a tool used to accelerate service delivery through the involvement of communities and the municipality. Service delivery is the role of municipality and community.

2.11.7.2 An Agent of Transformation

Integrated development plan helps to strengthen democracy and accountability. It is an agent of transformation from the legacy of apartheid to the new democratic dispensation. Municipalities are faced with huge backlog caused by the apartheid system which was intended for white minority and it is through the IDP that transformation can take place.

2.11.7.3 A Vehicle to Facilitate Communication

The IDP provides a basis for interaction amongst officials, councilors, citizens, private sectors, and other role players. It facilitates the system of communication amongst the local, provincial and national spheres of government by promoting intergovernmental relations.

2.11.7.4 A Tool to Alleviate Poverty

Integrated development plan helps to address the socio economic imbalances of South African society by identifying and prioritising poverty issues that need to be attended to as soon as possible. Through the IDP development strategies and operational strategies can be implemented and promote job creation through local economic development programs.

2.11.7.5 An Instrument to Overcome the Apartheid Legacy

The IDP helps to overcome apartheid legacy by promoting integration of rural and urban areas, different socio-economic groups, and places where people work and live. The IDP facilitates redistribution of resources in a consultative process.

2.11.7.6 A Facilitator of Focused Budgeting

The IDP facilitates budgeting in terms of the Local Government: Municipal Finance management act (No. 66 of 2003). In terms of the IDP budget services are prioritised in conjunction with the community and other role players to ensure financial control and effective financial management.

2.11.7.7 A Vehicle to Ensure Local Corporate Governance

The role of IDP is to maintain economic, social, and communal objectives in order to maximise the interest of individuals groups and communities. Corporate governance is about the balance of all economic activities in different spheres of economic development within the municipality.

2.12 BATHO PELE PRINCIPLES AND THE INTEGRATED DEVELOPMENT PLAN

According to document issued by Department of Public Service and Administration, Batho Pele, 1997: 10-16, there are eight principles of service delivery. The South African government has developed various policies in order to transform economic development and to accelerate service delivery. Among the various policies, there is Batho Pele principles. Simply put, this means “people first”. This means that whatever government does, people must be considered first and service must go to the people. There are eight principles for service delivery:

2.12.1 Consultation

According to this principle, people must be consulted whenever the municipality formulates and implements the integrated development plan. Citizens should be consulted about the level and quality of the public services they receive and wherever possible be given a choice about the services that are offered. This process should not be a top-down approach. It must be participatory in nature so that the municipality and the community should meet and discuss the needs and wants of the people. This process should be led by councilors, traditional leaders, ward committees, community

representative forums such as the South African National Civic Organisation (SANCO). When the municipal officials and leaders of the community are in a meeting, needs and wants can be discussed and prioritized so that what must come first can be promoted and that which must come last can come last (Batho Pele, Undated:10).

The IDP meetings must be democratic so that views of all people can be heard and no dictatorship can be allowed. Departments should consult widely during the internal departmental meetings so that when public meetings are called consensus should have been reached in order to avoid unnecessary debates when IDP is formulated and implemented. Once the tactics and procedures of service delivery in terms of the IDP have been agreed by all parties, the process of embarking on operation is feasible (Batho Pele, undated: 10).

The consultation process must follow the following initiatives and requirements.

2.12.1.1. Stakeholder and Citizen Forums

Stakeholder are all parties that are affected or interested in the project such as the IDP manager and members of the ward committee. Citizen forums are SANCO and Non-Governmental Organisations (NGO's). At this level, there must be vigorous debates so that the outcome or decisions will represent the views of the majority.

2.12.1.2 Customer satisfaction surveys to measure customer satisfaction

A customer is a person receiving a service, IDP meetings must survey and measure customer satisfaction by way of probing and asking questions that will reveal whether people are satisfied. The voice of the people is very important and if there is dissatisfaction or satisfaction about the service delivery, all parties must find reasons about such dissatisfactions and where necessary changes and benchmarking must be done so that the outcome is the product which all parties desire.

2.12.1.3. Workshop and Summits

A workshop is a work or course for a group of people seeking to have a common understanding about a particular matter. A summit is a gathering of people with the aim of developing a common purpose in IDP concept. A workshop can be for municipal officials or community members. In some instances both parties are combined in order to have a better municipal and community interface that will share experiences of successes and failure.

2.12.1.4 Road shows

Road shows are awareness campaigns that are conducted for the purpose of IDP publicity. Road shows can be done through the convoys of cars or publicity marches by people carrying banners that are promoting IDP and inviting people to come to IDP meetings. Wherever roadshows and meetings are called, proper consultation and approval by local authorities must be sought to avoid conflict of interest.

2.12.1.5. Imbizo's

Imbizo is a Zulu word that means meetings. The district municipality must invite relevant stakeholders to meetings where IDP matters will be discussed. These meetings must go to where people stay instead of people going to municipal offices. When people are invited to municipal offices, it gives transport challenges that will result in people unable to attend meetings because they have no transport. Furthermore, communities have elderly people that are no longer able to travel long distances but if municipal officials call meetings in their village they will be able to attend without financial constraints or any other impediments. In many instances, community meetings have yielded positive results.

2.12.1.6. Conferences

A conference is coming together of local, regional, provincial or national people with a view to critically induce participation of the IDP at a higher level. In such conferences, ministers, members of the executive council (MEC's) and other dignitaries attend in order

to fulfill the Batho Pele principles of consultation. As conference may not be attended by all people, only leaders of relevant structures must be elected to attend and will only give feed of the IDP resolution.

2.12.1.7. Exhibitions

Exhibitions are done in publicity shows to exhibit some of the service deliverables as a result of good formulation and implementation of the IDP. Exhibitions will show that if IDP is properly formulated and implemented through the consensus of relevant members of municipality and community, good result can be harvested. When people are shown the products of IDP, they are also encouraged to commit themselves in the objectives of the IDP.

2.12.1.8 Joint management meetings with service delivery partners.

Joint management meetings refers to seniors municipal officials like mayors, speakers, chief whip, municipal manager, managers, officials and other relevant leaders. Service delivery partners refers to contractors such as the Hillary Construction, Moolman Construction, Murray and Roberts and many other constructors. In such joint meetings, the challenges facing the IDP or the conflict of some of the IDP priorities are discussed with both parties in order to allow all parties to give their side of the story regarding the IDP.

Joint meetings have an advantage because all parties are represented and no one will be left out when decisions are taken. Resolutions taken cannot be changed because all parties have contributed to the resolutions of the IDP.

2.12.2. Service Standards

Communities and municipalities must be explained about the level and quality of public services they will receive so that they are aware of what to expect. The South African Burroughs of Standard (SABS) is a regulatory body that ensures that standards are met in all the products and services. The IDP is about services and such services must be on

standard and quality. Government departments have developed service charters detailing types of quality and frequency of services to be provided. These standards refer to response rates to telephone and written queries. Services must be on standard and quality.

Service standards must form part of departmental strategic plans, service delivery improvement plans and service delivery charters. When service standards start in the office, officials are in a better position to enforce standards when service delivery is done to the communities.

2.12.2.1 Examples of service standards

Service standards vary from one organisation to another. Service charters, detailing the types, quality and frequency of services to be provided, the details of complaint management systems and responsible staff are also to be provided. Service standards may be quantitative and qualitative so that quality should not be compromised. There must be systematic monitoring and evaluation of IDP service standards and processes to address delivery shortcomings.

Community must be given an opportunity for government to redress when standards are not met at a required time. Municipality must distribute service standard booklets to external clients so that the IDP can be well understood by all people and those who cannot read or write must be given an explanation of services standards required. There must be commitment charters of IDP and performance agreements and where possible awards of outstanding performance must be given to best performers.

2.12.3 Access

Access refers to the possibility of citizens to have equal access to the IDP services which they are entitled to have. Services should be accessed by all people in rural and urban areas. When services are expanded to the people it means new offices will be established in areas where they have not existed. Municipal officials, councilors and political office bearers must be approachable and accessible by the people.

Government should use better signage so that people can know where to find a service. The name of a department must be written on a sign-board and types of services to be provided. Where is possible, business hours and cost of services should be indicated. The sign-board must have telephone, fax, email, website address and contact person. The IDP offices must be decentralized and call centers, toll free lines, websites, help-desks and where possible procedures to obtain service must be outlined so as to avoid delays. Municipal officials should be encouraged to use indigenous languages and great care of accessibility should be afforded to the blind and different categories of the disability.

2.12.4 Courtesy

Officials and councilors of municipality should treat citizens with courtesy and consideration. Citizens should be treated with respect and fairness. No discrimination or bias towards a particular ethnic group should be allowed because all people are equal. The CDM should develop a customer care plan that sets out clear standards and guidelines to follow, to achieve better service delivery. The municipality should appoint a customer care officer, establish customer care units that promote courtesy in a work place. There must be monitoring and evaluation of IDP process so that where quality is compromised it can be detected. The concept of Ubuntu, which is kindness and respect should be practised at all levels of the municipality office. Officials must have the right attitude when dealing with the public and where possible officials must be trained in diversity management and customer relations.

2.12.5 Information

Communities must be given full, accurate information about the public services. Information is a tool that can help to promote the role of IDP. Government has passed the promotion of Access to Information Act and this is commendable and officials must be monitored to urge them to adhere to the act.

Communities must be assisted by the dissemination of information that is offered by municipalities. The IDP as a tool for community development should be communicated to

villages, towns, schools, taxi and bus ranks so that the information can disseminate to all people. Where it is reasonably possible, as part of the dissemination of the IDP information, the IDP must be included as a subject in primary and secondary schools.

2.12.6 Openness and Transparency

Communities should be informed about the cost of running the IDP and how provincial and national governments are run; how much they cost and what are the challenges regarding the formulation and implementation of the IDP. The IDP process must be open to all officials and communities. At the operational level agreements, the accessibility of Service Level Agreements (SLAs) with external service providers have enhanced the openness of public service dealings.

There must be regular meetings, workshops, seminars and stakeholder forums, annual reports and open days to promote IDP. There must be awareness campaigns, consultative forums with partners, community reports, names and photographs of institutional managers displayed. The IDP must be visible in public institution as well as discussion on radio and televisions.

2.12.7. Redress

Redress refers to an opportunity where the desired results was not met, there must be a way to undo the work which was poorly done. Communities must be given an apology, a full explanation and a speedy and effective remedial action. Whenever there are complaints from communities about work which was poorly done, municipalities must give sympathetic and positive response. When remedial action is done, all efforts should be done not to strain good relationships that have been established.

There must be clear channels of redress whenever a flaw has been done. Currently there are acts of vandalism and burning of properties in areas where mistakes or unexpected decision where taken against the will of the people. In 2016, employees at Lepelle-Nkumpi were on strike because of not getting the salaries they expected to get. In the

Vhembe district municipality, Vuwani area, more than 20 schools were burnt because the Demarcation Board has transferred some municipal wards to other municipality, when communities wanted redress which was not accepted, communities resorted to violence and burning of schools.

There must be channels of communication such as toll free numbers, Helplines, appeal mechanisms and staff trained to handle complaints and disputes, suggestion boxes and reward for positive handling of grievances.

2.12.8. Value for money

Value for money means that public services should be provided economically and efficiently in order to give citizens the best possible value for money. When communities pay for services rendered such a service must be of a good quality.

All strategies and operations should be aligned to meet the budget. There must be internal controls and stringent adherence to tender procedures. Tenders for IDP projects should reflect value for the delivered project. If an IDP road is to be tarred, the quality of that road should have a guarantee that equals the money paid for the tender. Municipalities should adhere to the Public Finance Management Act at all times.

2.13 PUBLIC PARTICIPATION IN THE FORMULATION AND IMPLEMENTATION OF THE IDP

Section 152(1) of the constitution of the Republic of South Africa deals with the objectives of local government, namely:

- a) To promote democratic and accountable government for local communities.
- b) To ensure the provision of services to communities in a sustainable manner.
- c) To promote social and economic development.
- d) To promote a safe and healthy environment.
- e) To encourage the involvement of communities and community organisations in the matters of local governments.

A. To promote democratic and accountable government for local communities

According to Bekker, 2011:12, the word “democracy” is derived from the Greek words for “people” and “power”. In its original meaning, it referred to the right of citizens of the former Greek states to participate directly in the affairs of government. Democracy can be explained as the power exercised by the people. In a modern democratic government, power flows from the people. In modern democracies, leaders are elected to speak for the people. According to the African National Congress (Secretary general, Cyril Ramaphosa) argues that “obviously a democracy must mean that each person, regardless of creed, race or gender has a vote of equal value”. There must be freedom of expression, the possibility to criticise the government of the day and to vote another party into government. However, accountability is the most important test whether these building stones of democracy have been laid properly. The constitution and the Bill of Rights must ensure that the members of the government can be held accountable for their actions. The voters must ensure that they will be held accountable. South Africa is cursed with one of the most unaccountable governments imaginable. The future constitution of South Africa must ensure accountable government.

In the context of the explanations as given the objective of the local government must be people-driven in formulating and implementing the IDP in consultation with local communities. Communities must be free to express their opinions and participate in their affairs. Municipal councilors must be accountable to their constituencies. All IDP projects must be done in consultation with the people and all stakeholders such as the traditional leaders, municipal council, ward committee, community representatives and business and public sector representatives. The CDM has excelled in involving communities in all IDP projects.

B. To ensure the provision of services to communities in a sustainable manner.

In the context of this local government objectives, the municipality exists for the purpose of providing services to local communities. A service is an act of helping communities by municipality. All services must be led by the IDP which must follow the vision, mission and values of the Capricorn district municipality. The vision of CDM is that “Capricorn

District, the home of excellence and opportunities for a better life” (Final IDP/Budget, 2016/17-2020/21: V). This vision was developed by communities through consultative IDP forums. The vision encourages staff and communities to excel in their performance and to create opportunities for a better life through the IDP.

In line with the vision, the mission of CDM is “to provide quality services, in a cost effective and efficient manner, through competent people, partnerships information and knowledge management creating sustainability of economic development in the interest of all stakeholders” (Final IDP/Budget, 2016/17-2020/21:V). In pursuit of the mission of CDM the following values of the implementation of the IDP were developed: Respect, integrity, responsibility, excellence, service, partnership, empowerment, communication/commitments and trust. When IDP services and plans are implemented, consideration should be taken about values that should be adhered to in order to have a harmonious working relationships with municipalities. The CDM has conceptualized the development priorities as follows: Health and dignity, secure living conditions, education, financial security and good governance. These development proprieties can be done through the IDP. These priorities have been conceptualized as long term goal which are linked to the vision and mission of the CDM. According to the CDM Annual report 2014/2015:31, the IDP must provide the following basic services: water, waste water (sanitation), electricity, waste management, roads and housing.

The following is a profile for water provision:

Water supply to households municipality	Number of households	Number of households served in 2014/2015		Cumulative number of households served		Backlog remaining households	
Aganang	33 918	3205	9%	23 556	69%	10 362	31%
Blouberg	41 192	1336	3%	37 585	91%	3 607	9%
Lepelle-Nkumpi	59 683	654	1%	58 547	98%	1 136	2%

Molemole	30 043	676	2%	28 916	96%	1 127	4%
Polokwane	178 001	178001	100%	99 289	56%	78 712	44%
Capricorn total	342 837	5871		247 893		94 944	

Source: CDM Annual Report 2014/2015

The above table for water provision, shows that Polokwane municipality has water provision in all the households followed by Lepelle-Nkumpi, Blouberg, Aganang and Molemole. This shows that the CDM has made significant development and water provision in all local municipalities as per the IDP.

The energy distribution has an important economic development with a potential to make a considerable development impact in relation to improved living conditions. The following table shows the profile of electricity supply to all municipality:

Electricity supply to households municipality	Number of households	Number of households with access to electricity	Number of households with no access to electricity backlog
Aganang	33 918	32 096	94.63% 1 822 5.37%
Blouberg	41 192	36 235	87.97% 4 957 12.03%
Lepelle-Nkumpi	59 683	54 873	91.94% 4 810 8.06%
Molemole	30 043	28 763	95.74% 1 280 4.26%
Polokwane	178 001	147 710	82.98% 30 291 17.02%
Capricorn total	342 837	299 677	43 160

Source: CDM Annual Report, 2014/2015

The above table shows that CDM has made a significant supply of electricity to households found in local municipality in line with the IDP.

The service of roads in the CDM rests with four agencies namely: The South African Roads Agency Limited (SANRAL) which is responsible for the national road network with the CDM. The Limpopo Province, Department of Roads And Transport is responsible for the provincial road network and CDM is responsible for district road network and local municipalities responsible for local roads and network in terms of the IDP. The profile of road network (District Roads) is as follows:

Municipality	Total length of road (km)	Access (km)	Backlog (km)
Aganang	474	67	407
Blouberg	516	64	452
Lepelle-Nkumpi	394	135	259
Molemole	401	57	344
Polokwane	683	177	506
Capricorn District	2 468	500	1 968

Source: CDM Annual Report 2014/2015

A significant road-network improvement in the district has been made by CDM in line with the IDP.

The following table shows municipal roads development according to the IDP.

Municipality	Total length of road (km)	Access (km tarred)		Backlog(km)	
Aganang	675.1	133.6	20%	541.5	80%
Blouberg	960	261	27%	698	73%
Lepelle-Nkumpi	669	258	39%	411	61%
Molemole	398	54	14%	344	86%

Polokwane	6808	1202	17%	5606	83%
Capricorn District	9510	1909.6	20%	7600.5	80%

Source: CDM Annual Report 2014/2015

The profile of local road network is informed by the IDP in all municipalities and the CDM is making good developments regarding the road network as reflected in the above table of all municipalities.

C. To promote social and economic development.

The components of social development include libraries and achieves, museums, arts and galleries, community halls, cemeteries and crematoria, child care, aged care, social programs and theatres. These are social structures that constitute community development. The economic development must focus on the IDP as a tool for community development, economic growth, poverty alleviation, job creation and SMME support. The CDM has as per the IDP at Ga-Kolopo spent R9.3 million rand to benefit 280(two hundred and eighty) households with yard connection water taps that is reticulated from an elevated steel water tank. At Ga-Phago 800(eight hundreds) households benefited from metered yard connections at a cost of R12 million rand. In Matlala, the CDM spent R8 million rand to benefit 280 households with metered yard connections and at Ramashoane in Moletjie R8 million was spent for 482 households for metered yard connections. All these projects helped to create economic development and created 131 jobs for residents (CDM Talk, January-March 2016:4).

On economic development, the CDM through the IDP made the following achievements:

- Awarded bursaries to 40 students who wanted to pursue studies in engineering.
- Provided internship opportunities to unemployed graduates.
- Implemented back to school campaigns in partnership with the Department of Education.
- Created 100(one hundred) Expanded Public Works Programme (EPWP) through Allen Plant Eradication in Blouberg and Lepelle-Nkumpi.

- Planted 750 indigenous trees.
- Registered 70 cooperative in the CDM database (Summarised Annual Report, 2014-2015:21).

D. To promote a safe and healthy environment.

The district is the custodian of municipal health services, CDM has the authority to adopt uniform bylaws for the planning of Municipal Health Services (MHS) throughout the municipal area. In line with the IDP, the municipal health system functions and ensures that there is improvement in the quality of food, water, waste, communicable diseases control and the monitoring of compliance as well as holding formal health and hygiene education sessions. In the execution of these duties, the CDM has successfully complied with a healthy environment (CDM Annual Report. 2014/2015:52).

The component of safety is enforced by the South African Police Service (SAPS). In terms of law enforcement facilities, CDM has 12 police stations and 5 magistrate offices spread across all local municipalities to ensure that the district is safe. The district has also the Fire and Rescue Services that strive to protect life and property and to preserve the environment (CDM Annual Report, 2014/2015:52).

E. To encourage the involvement of communities and community organisations in the matters of local governments.

The role of the IDP is to promote community participation and organisations in all matters of local government. Community participation is done through structures such as the ward committee, South African National Civic Organisation (SANCO), business forums, traditional leaders and all relevant stakeholders in the district. This objective is the climax of democracy and accountability in terms of municipal and community inter-phase. All chiefs (Magoshi) in the district have given approval of the IDP to be the tool of community development in their villages and chiefs attend IDP meetings together with their subjects to ensure that no person is left behind during deliberations of the IDP (CDM Talk, January-March 2016:5).

The district municipality invited chiefs at the landmark lodge to give inputs on the 2016/17 to 2020/21 IDP budget. Chiefs emphasised the importance of Chiefs and municipality interphase so that there is a common understanding on issues of mutual interest between Chiefs and municipalities. Chief Seakamela on behalf of other Chiefs, made inputs requesting the CDM to build libraries, sport complex for different sporting activities. The Chiefs requested the CDM to prioritise water provision and purification from the planning phase (CDM Talk, January-March 2016:5).

The IDP has identified broad challenges of the district such as the provision of bulk services, ageing state infrastructure, high unemployment, poverty levels, low education and skills levels, inadequate public transport services, poorly integrated human settlements, revenue collection and insufficient budget versus prioritization. The district has developed a 2030 Growth and Development Strategy as a “vision 2030”, a strategy aligned to the National Development Plan. The strategy has milestone outcomes and targets that are implemented through the IDP and Mid-Term Revenue and Expenditure Framework (MTERF) budgets (CDM Talk, January-March 2016:6).

The key strategic drivers of the 2030 Growth and Development Strategic are aligned to the local government key performance areas outlined as spatial planning and rationale, basic services and infrastructure development, local economic development, financial viability and management, municipal transformation and organisational development, good governance and public participation (CDM Talk, January-March 2016:6).

In CDM, leaders, managers, chiefs, officials, and the CDM IDP office are committed to the IDP. The municipal council term of 2011-2016 was characterised by rapid delivery of services to 1.2 million people who are mostly in rural areas. The CDM made significant advances to deliver on the promise of a better life for all.

The objectives as outlined are possible to be met through the commitment of officials, managers, and councillors who occupy positions as per CDM organisational structure. The municipality has 549 employees of which 333 are males and 216 females. All the staff are committed to the IDP.

Capricorn district has achieved remarkable progress with the involvement of communities in the formulation and implementation of the IDP as per the objectives of local government.

Capricorn district municipality has a program of public participation in the formulation of the IDP programs. All communities and organisations were involved when IDP and budget were formulated. Communities and organisations were also consulted and participated during the implementation of IDP programs. The district has put in place various programs of IDP public participation to strengthen the involvement and interaction with the communities and stakeholders in local municipalities. The main purpose of the involvement of communities is to enhance community and municipality inter-phase and a platform and opportunity for political leadership.

Attached hereto are IDP programs of public participation which were held during the financial year 2014/15:

04 September 2014, Jubana Sports Ground: Motantanyana Village (Ga-kekana), Lepelle-Nkumpi municipality. This was a gathering of communities to give feedback on the IDP progress and also to share and exchange ideas on how community development can be promoted and which areas are still running short of basic services. On the 24th of June 2014 the district organised a youth parliament in Polokwane municipality new council chamber to find out youth needs like unemployment, substances abuse, opportunities of interns in government and private sectors. On the 27 November 2014, Motherwell Sports Ground: Venus (Ga-Mashashane), Aganang municipality. Communities and the district municipality were discussing about poverty alleviation and unemployment and how to make use of opportunities in government and private sectors. On the 11 March 2015, Ga-Maponto Village, Molemole municipality. In these meetings, discussions were held regarding the role of the IDP in community development and that communities must channel their needs through their municipal ward committees and councillors (Capricorn District Municipality Annual Reports, 2014/15: 26).

2.14 IDP DEVELOPMENT PRIORITIES IN ALL MUNICIPALITIES IN THE CDM

In terms of the 2016/17-2020/21 final IDP/Budget, the CDM has identified development priority sectors for the purposes of enhancing community development through the IDP. Generally, the CDM has conceptualised development priority sectors which are linked with the vision, mission of the CDM. The development priority sectors for the CDM have been identified as follows: health and dignity, secure living conditions, education, financial security and good governance.

The following table reflect priority list of services in terms of the IDP in all CDM municipalities.

Aganang Local Municipality	Blouberg Local Municipality	Lepelle-Nkumpi Local Municipality	Molemole Local Municipality	Polokwane Local Municipality	Capricorn District Municipality
Basic Services: Water, Sanitation, Electricity, Roads, Transport, Storm Water	Economic development, Job Creation and partnerships	Water and sanitation	Access to water	Enhanced financial viability and improved financial management	Basic services and infrastructure (water and sanitation)
Economic development	Human resource development	Roads and storm water control	Access to sanitation	Improve community confidence in the system of local government	Local economic development
Financial sustainability	Institutional development and financial sustainability	Housing	Roads	Improved provision of basic and environmental services	Financial management and viability

Good governance	Sports and recreational facilities	Electricity	Economic development	Improved social protection and education outcomes	Social facilities
HIV/AIDS	Water and sanitation	Health and welfare facilities	Information on spatial and land use planning	Economic growth, job creation and sustainable human settlement	Health services
Special focus (pending reconfiguration with another municipalities)	Energy	Economic development	Health	Improved efficiency and effectiveness of municipal administration	Institutional development
	Roads and public transport	Environmental and waste management	Low enforcement		Roads and public transport
	Rural development and urban renewal	Educational facilities	Electricity		Rural development
	Environmental and waste management	Safety and security	Housing		Environmental and waste management

	Health and welfare	Communication facilities	Education		Communication facilities
	Land use development	Sport, arts, culture and recreational facilities	Sports, arts and culture		Sports, arts, culture and recreational facilities
	Emergency services and communications	Emergency and disaster management	Environmental management		Emergency services

Source: CDM Final Draft IDP/Budget: 2016/17-2020/21:11

The purpose of the priority needs of all municipality in the CDM is to ensure that the IDP should address the demands of the people in each and every municipality. The needs and wants of all municipalities differ from one municipality to another. Although municipalities are the same in nature and their objectives, their vision and mission cannot necessarily be the same because of various environmental and resource factors. The priority list of different municipalities cannot be addressed at once in one financial year, there are financial constraints that necessitate that development and projects should be done at different stages and phases to ensure sustainability.

In the case of Aganang local municipality, the reconfiguration process to re-establish the municipality is at an advanced stage and 13 of its wards will be merged to Polokwane local municipality, 4 wards will be merged to Blouberg local municipality and two wards will be merged to Molemole local municipality. After the local government elections which will be held on the 3rd of August 2016, Aganang local municipality will be de-established, that is, it will cease to exist. The CDM will only remain with four local municipalities namely Blouberg, Lepelle-Nkumpi, Molemole and Polokwane. The priority list of Aganang will be addressed by the reconfiguration process once the de-establishment is complete.

2.15 CDM POLITICAL MANAGEMENT LEADERSHIP

The council of the District municipality has the following political leadership: Executive Mayor, speaker, chief whip and members of the mayoral committee.

The role of political leadership is to ensure that there is commitment to the vision, mission and objectives of the Capricorn District Municipality. The CDM as a category C municipality, has both the executive and legislative authority in an area that includes more than one municipality. The Executive mayor as the political head of the municipality is in charge of the municipality's mandate. The municipal council delegates some powers and functions to the Executive Mayor to ensure continuity when the council is not in session. There are other powers and functions that has been delegated to the mayoral committee portfolio committee and the municipal manager.

The responsibilities and accountabilities of the mayoral committee have been allocated as follows:

- Finance
- Corporate services
- Development planning and Environmental Services (DPEMS)
- Local Economic Development (LED)
- Strategic Executive Management Services
- Infrastructure Services
- Community Services
- Sports, Arts and Culture

In terms of the allocation of duties and responsibilities council has further identified a mayoral committee member to chair a committee for the advancement of the purposes of the objectives of that committee. Municipal council members play a consultative role in representing residents and other stakeholders thereby providing the political linkage between the council and the community. Councilors further act as the link regarding IDP budget-related policies, tariff-setting for services, indigent policies and long-term borrowing. The CDM has established portfolio committees to discuss and recommend policies to council. The role of the portfolio committees serve as the inter-face between the political structures of council with the administrative structures of council. In these committees policy issues are debated thoroughly prior to their submission to the mayoral committee that in turn submit them with recommendations to the council for adoption or approval. The CDM has in consultation with the municipal manager appointed executive managers and managers to advance the role of the IDP in the district municipality. The municipal manager together with other managers establish an Executive management committee where departmental issues of the municipality are deliberated and such matters are taken to council for the decision making. There is also a layer of manager who are accountable to executive managers. They are line managers who participate in the management of departmental issues and in particular the role of the IDP in community development (CDM Annual Report, 2014/2015:20-21).

The following is a brief description of executive managers who are in strategic positions to promote the IDP:

- Executive Manager: Strategic Executive Management Services. The responsibility of the executive manager is to manage issues of strategic direction through the office of the speaker, office of the chief whip, communications, audit, risk, intergovernmental relations, council support, performance management and institutional development and special focus.
- Executive Manager: Corporate services. This is the Division that manages issues of corporate services such as the legal, Human Resource and Information knowledge Technology.
- Executive Manager: Infrastructure department that include water quality, Institutional social development, water planning and design, operations and maintenance.
- Executive Manager: Community Services. This is the division that deals with services that have an impact in the community such as the in the community such as the municipal health, fire and rescue, disaster, sport, arts and culture.
- Executive Manger: Development Planning and Environmental Management Services (DPEMS).
- Chief financial officer: the manager of this division is in charge of budget and treasury, income, expenditure and supply chain management (CDM Annual Report, 2014/2015:23-24).

All the above mentioned divisions are through their executive managers committed to the IDP (CDM Annual Report, 2014/2015:25-26).

2.16 INTERGOVERNMENTAL RELATIONS

The IDP is a municipal tool for community development. Municipalities do not exist in isolation of other spheres of government. Community development cuts across all spheres of government and different departments are affected when the IDP implemented across all spheres of government and departments of national and provincial. As a result of the IDP cutting across governments and departments, there is a need of intergovernmental relations.

The municipal manager's intergovernmental relations (IGR) meet on regular basis to recommend matters discussed and implement resolutions of the IGR as it affects the IDP and other developmental matters. The following are political and non-political intergovernmental structures that facilitate inter-governmental relations within the province and between the district, province and local municipalities:

Structure	Participants	Responsibilities
Political Structures		
Premier's Intergovernmental Forum	Premier Mayors Heads of Departments Municipal Managers	Co-ordination of inter-governmental relations (Provincial and Local Government)
Mayor's Intergovernmental Forum	Executive mayor Mayors Traditional leaders Municipal managers	Co-ordination of inter-municipal relations (District and local municipalities)
District Speaker's Forum	Speakers of district and local municipalities	Co-ordinate public participation processes in the municipalities
Non-Political Structures		
Municipal Managers Forum	All municipal managers within the district	To discuss implementation of IDP's
Clusters	Councillors Municipal managers	Co-ordinate policy issues affecting government at a district lever (between

	Municipal senior Managers (Directors)	sector departments and municipalities)
Technical Committees of clusters and others.	Sector Departmental officials Municipal senior managers (Directors) Municipal officials	Provide interdepartmental inputs into the work of clusters
Provincial Development Planning Forum	IDP Managers at local and district level; Development planners from the provincial sector departments and parastatals	Provide for a coherent inter-governmental planning framework and alignment and integration of developments plans in the province
District development planning forum	Managers in IDP, LED, Infrastructure and Town Planning Units at local and district level; Development planners from the provincial sector departments at district and provincial level and parastatals.	Forum wherein planners in the district converge and conduct joint planning as well as co-act on the directions from the National Development planning forum and the provincial development planning forum.
Provincial M&E Forum	Sector Departments M&E Specialists	Provide for a better wide M&E framework for implementation of plans.

Source: CDM Annual Reports 2014/2015:22-23

The above table shows commitment of the CDM and all structures through intergovernmental relations and that there is a buy-in of IDP processes.

2.17 NODAL DEVELOPMENT POINTS

Nodal development points refer to those specific areas where economic development tends to concentrate. Nodal development points have been identified across the district municipality and in all local municipalities. The IDP as a planning tool, co-ordinates and integrates all economic activities in order to make an impact in the development of communities and also to balance economic development within the CDM as a whole. The table below shows provincial growth points, District Growth points and Rural Service points that enhances economic and community development through the IDP.

Provincial Growth Points	District Growth Points	Rural Service Points Municipal Growth Points
Polokwane (Polokwane LM)	Lebowakgomo (Lepelle-Nkumpi LM)	Rampuru (Aganang LM)
Seshego (Polokwane LM)	Morebeng (Molemole LM)	Alldays (Blouberg LM)
	Mogwadi (Molemole LM)	Avon (Blouberg LM)
	Mankweng (Polokwane LM)	Eldorado (Blouberg LM)
	Senwabarwana (Blouberg LM)	Magatle (Lepelle-Nkumpi LM)
		Mphakane (Molemole LM)
		Sebayeng A & B (Polokwane LM)
Polokwane local municipality is in the	CDM has a meaningful economic base with some	The rural areas mentioned have small economic

<p>Polokwane city and the Capricorn district municipality. As a provincial development growth points, it has a sizeable economic sector that provides jobs to many local residents with regional and provincial services delivery function. There is a large number of social services (hospital, tertiary education) and government offices, private sector as well as local and district municipality offices. There are however other growth points throughout the province in other district municipalities such as Mopani, Vhembe and Waterberg. For the purposes of this study, discussion is focused on CDM and the role of IDP in community development.</p>	<p>various job creation social facilities like hospitals which are public and private. Health centers, tertiary education, regional government offices and local municipal offices. As the district is in the center of the city where there is a high economic activity and many people who have migrated from other districts to seek job opportunities and other social services. The district through its local municipalities plays an important economic role through the IDP.</p>	<p>activities compared to the district. The economic activities in the rural areas of municipalities are mainly farming with a sizeable business sector providing some job opportunities. Local municipal growth points have social and institutional activities and reasonable number of people who play an insignificant role but important role through public participation in the IDP processes. The role of the IDP in community development is also felt and has an impact in the rural areas that improves the living conditions of all people.</p>
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Source: CDM Annual Report, 2014/2015:41

2.18 THE SIGNIFICANCE OF LEADERSHIP AND MANAGEMENT OF IDP IN COMMUNITY DEVELOPMENT.

The role of IDP in community development can only be achieved through commitment of leadership and managers.

2.18.1 Leadership

There are different definitions of leadership as there are different leaders in every work situation. Leadership is defined as “influencing task objectives and strategies, commitment and compliance in task behaviour to achieve these objectives, influencing group maintenance and identification and influencing the culture of an organisation” (Saddler, 2003:1). The key words in this definition is ‘influence’, ‘objectives’, ‘strategies’, ‘commitment’, ‘compliance’, ‘task’, ‘group maintenance’, ‘identification’, ‘culture’ and ‘organisation’. In unpacking these key words, to influence is to encourage people to make development happens. Every development must have an objective which is to gather needs from inside and outside of an organisation. An objective must have time frames indicating what is that which must be achieved by who and when and how the objective will be met. Meeting an objective requires strategy which is a plan of action in order to realise an objective. Commitment is total sacrifice of all resources directed towards achieving a particular goal. Commitment is explained by giving a narrative story of a bacon and an egg, which illustrates that a pig has to die for the people to get a bacon, and a chicken has to lay an egg for the people to eat eggs. In this illustration, a pig has given a total commitment and a chicken has given a commitment.

In the implementation of the IDP, municipalities and communities must comply with national, provincial and municipal legislations. A task is an activity or function to be done by a person or group of persons. A group is different people who are together for a purpose. A group can be a committee set up to maintain or promote that which is to happen in the community. Identification of needs and wants is a key component of community development, what is that which the community want. A list of priorities must be made according to their importance and majority needs. The word culture refers to the way people conduct themselves in doing certain functions. People may have a culture of

postponing functions or a culture of the work of today must be finished today. The word organisation refers to institutional arrangement such as the non-governmental organisation (NGO) functions are better handled through organisational arrangements.

The abovementioned definition suits well to the leadership of IDP. The IDP needs an influential leader who is committed to task realization and has the ability to work with a group or committee in order to promote community development. Other definitions of leadership are: the process of persuasion or example by which an individual induces a group to pursue objectives held by leader or shared by the leader and his followers. Leadership is an activity or influence process in which an individual gains that trust and commitment of others and without reliance on formal position or authority moves the group to the accomplishment of one or more tasks (Saddler, 2003:5).

There are different leadership definitions as there are different styles of leadership. The following are styles of leadership: the democratic leadership is that type of leadership in which a leader would characteristically put the problem before the subordinates and invite discussion. The role of a leaders in this regard is to facilitate discussions and people take a consensus decision instead of imposing the decision in the group as the leader. Autocratic leadership style refers to a leader who takes a decision and announces them and expects people to carry the mandate without the question. This type of leadership is not suitable in a democratic setting or the formulation and implementation of the IDP process. IDP requires community participation and not autocratic. The consultative leadership style is that the leader confers with the people before taking decisions and considers feelings and wishes of people when taking a decision. People are given an opportunity of influencing the leader. Under this leadership style decisions and full responsibility rest with the leader and the involvement of people is greater than in autocratic. The persuasive style of leadership portrays the leader as a person who takes decisions for the group without discussions or consultations and believe that people will be better motivated if they are persuaded.

In all the above-mentioned leadership style, democratic leadership style is more suitable for community participation because South Africa is a democratic country. In the formulation and implementation of the IDP, the CDM conducts consultative meetings with

all communities and stakeholders in order to ensure maximum community participation. Community is best served through democratic leadership style which will be committed to the cause of community development. The CDM through its leader the Executive mayor, municipal speaker and chief whip have made great advancements by showing committed leadership in the IDP process.

2.18.2. Management

There are many authors who have written about the concept management, Griffin, 1987:8-9 defines management “as the process of planning and decision making, organising, leading, and controlling an organisation’s human, financial, physical, and information resources to achieve organisational goals in an efficient and effective manner”. The key words in the above definitions are planning, decision-making, organising, leading, controlling, organisation, human, financial, physical, information, resources, goals, efficient and effective. To explain the key words, planning refers to thinking ahead of what to do and how to do and by when the function can be done. In the context of our study, IDP managers and relevant stakeholders must plan for the formulation and implementation of the IDP. When plans have been developed, managers must make a decision in terms of priorities of what has to be done. The whole process of IDP must be characterised by organising and arrangements of all the processes in terms of what comes first and what comes last. Managers must manage and lead and control all IDP processes in order to ensure good governance. IDP is all about community participation and managers must manage people so that their participation can bring meaningful contribution to the IDP processes. Managers must ensure that the projects can be finished within the time frames. The information about the progress of the IDP projects must be communicated to the relevant stakeholders timeously. Communication of relevant information is very important in the IDP process. CDM has a schedule of consultative meetings between communities and IDP managers.

Griffin, 1987:9, defines efficient as doing things or services in a systematic way without unnecessary waste. IDP projects must be efficient in their operations in order to avoid waste. The author Griffin further explains the concept effectiveness as doing the right

things or services. The IDP managers must be efficient and effective in their implementation of the IDP. A manager is also defined as someone who plans and makes decisions, organises, leads and controls human, financial, and physical and information resources. This explanation of a manager is loaded with many activities which must be done by a manager during the IDP processes. IDP manager faces challenges from the community and municipal in terms of their operations.

According to the definition of management, it is implied that a manager must be somebody with the necessary and relevant qualification so that all IDP processes are properly managed in the most efficient and effective manner. All efforts should be made to avoid waste because the IDP budget has limited financial resources. In the event that the budget has not been done properly, IDP project may come to a halt and create frustration and protest from the community.

In the recent past municipalities were faced with service delivery protest and demonstrations which could have been avoided if service delivery was done and communicated in time. In general all provinces experience service delivery protest and demonstrations and many resulted in the loss of life and property. During the research of this study the researcher visited Lepelle-Nkumpi municipality and found all employees lingering outside their offices because of poor working conditions such as low salaries. In Blouberg and Molemole, the main concerns and protest were of basic services such as water and electricity. General interviews conducted amongst members of the community in the CDM reveal that delivery of services is the primary concerns by the public.

There is a need of employing committed managers who are qualified to manage all IDP processes. There is also a concern about the deployment policy of the ruling party in that some employees are not properly qualified to manage IDP processes. Management requires well educated men and women with skills and experience to manage all IDP processes.

2.18.3 Leadership versus Management

The IDP process requires leaders and managers who are committed to the IDP process. Leaders must lead and managers must manage. In terms of skills of the people, not everybody is a leader and not everybody is a manager. The following comparison differentiates management and leadership:

Category	Management	Leadership
Change	Peacemakers- maintenance work, sustaining the present Repeats and follows what is desirable and necessary Administer or manages Maintains First order change	Peacemakers-fostering change and creating the future Changes the way people think about what is desirable, possible and necessary. Innovates Develops Second order change(fundamental change)
Peace	Relies on the systems	Relies on people

Attention	Does things right	Does the right things right
Planning	Thinks of today	Strategic thinking-day after tomorrow
Thinking	Focus on present Focus on getting things done Events creative	Vision of the future and strategy to get there. Systematic structure patterns underlying behavior. Events-pro-active.
Role	Bringing about, Implementing Dressmaker Pupil 'You serve me'	Influencing, guiding Designer (vision, social, architecture). Teacher (more insightful views of reality). Steward (attitude of serving others)
Attitude to goals	Goals arise out of necessity Responds to change Expectations (you owe me)	Active attitude to goals. Influencing and changing organisation Exercise personal choice Aspirations (I can create)

Meaning	Respond to meaning	High degree of personal meaning.
Work	Reliant on planning, budgeting and other tools of management.	Prepare to invest in others. Confidence in executive judgment.
Interpersonal	Maintains low level of emotional involvement.	Ability to empathise Send and receive feedback.
Sense of self	Sees self as conservative regulator of an existing order of affairs	Sense of self does not depend on membership, work role.
Motivation	Threat – ‘Big stick’ Rewards	Develops intrinsic motivation. Create purpose.
Power	Win/lose orientation Relies on control	Expandable Gives power to get power.

Source: Charlton, 1993:25-27

The above table reflects the difference between a manager and a leader. Leaders must lead the IPD process and managers must manage the IDP process. When leaders and managers are combined to promote community development through the IDP, the results are certain because every stakeholder will be responsible and accountable to tasks that have been assigned. Whenever there are leaders and managers who are not committed, IDP projects have failed and this must be avoided to promote and encourage the living conditions of all communities through efficient and effective leaders and managers.

2.19 Conflict Resolution, Mediation and negotiations in the IDP process.

Anstey, 2006, defines conflict as “a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralise, injure or eliminate their rivals”. The process of formulating and implementing the IDP process is inherent of conflict. According to this definition, a struggle is between two or more persons or communities over values or good regarding scarce resources ranging from money, human capital, housing and all services. The decision of prioritising services differs from one community to another. Within the same community there may be groups which have different interests regarding the delivery of services. Some people may prefer water instead of a house and this difference of opinion may lead to a conflict which needs to be resolved.

The resolution process may be between two or more communities or between communities and the municipality. The resolution may be done through mediation and negotiation by leaders of municipality and communities. This negotiation may be done by senior leaders in the community like traditional leaders who are respected by member of the community. Mediation and negotiation may be over municipal boundaries or scarce resources.

Instances of conflict resulting in burning of schools in Limpopo happened in Vhembe district municipality in the area called Vuwani. More than twenty schools were burnt and over 50 000 learners did not write the mid-year exams. In the Capricorn district protests happened in smaller scale and the swift attention of the CDM resolved the concerns and challenges through mediation and negotiation of traditional leaders who have given approval of the IDP (Capricorn Voice, 1-7 June 2016:3).

2.19.1 Causes of Conflict in the IDP Process

There are many causes of IDP conflicts which invariably are a result of poor communication between communities and municipal official and managers. The following are some of the causes of conflicts:

2.19.1.1 Unclear Boundaries

If municipal boundaries have not been properly identified and communicated to the communities, the likelihood is to cause conflict amongst the municipalities, communities and traditional leaders. South African municipal system is run from wall to wall, meaning, that there is no area which does not fall under the municipality. Boundaries must be clear and communicated to all communities.

2.19.1.2 Clashing of Interest

Communities have different interests and these interests cannot be served at the same time. If the potential for conflict is identified by municipal councilors, IDP managers, municipal officials and relevant stakeholders, good communication can help to prevent a conflict. A communication network is important to negotiate interests.

2.19.1.3 Clashing Personalities

Leaders of various stakeholders have different personalities that need to be managed well in order to avoid a conflict. Usually, this happens amongst senior people which may result into different groups. Clashing personalities can cause conflict that may lead to breaking of communication with different communities.

2.19.1.4 Dependency Situation

If one party or person is dependent to another over a particular matter, if the dependency is cut, it will create a conflict situation. All stakeholders must cut ties of dependency in order to have autonomy.

2.19.1.5 Need for Consensus

In a municipal or community situation which needs consensus before the IDP is implemented, it is important that all structures like the ward committee be consulted before the matter is put before the municipal councilor. Consensus decision-making

accepts good communication as given in all circumstances. All development projects are meant to be by consensus in order to avoid possible conflict.

2.19.1.6 Unresolved Prior Conflict

When negotiation with municipalities and communities begin, all parties must ensure that there are no previous unresolved matters that may cause conflict before new developments are commenced. If a conflict is not resolved, it has a tendency to go underground just to rise up whenever the opportunity allows it. Leaders should not revisit past failures unnecessarily in order to gain present success. Each and every case must be treated accordingly to its merits (Swanepoel and de Beer, 2006:95-97).

2.19.2 Requirements for Good Negotiator in IDP Processes.

Negotiation is an art and skill that a negotiator must possess in order to give and take ideas and resources in a negotiation process. A negotiator must have the following requirements:

- Aim for a Specific Result. Negotiator of IDP processes should aim at a specific concrete result. Discussion must aim at coming to a conclusion that will be satisfactory to all in an amicable manner.
- Negotiators of IDP Process be must be Positive. A positive mind will result in a positive outcome and will enable all participants to enjoy fruits of their negotiation.
- In a negotiation situation, concentration is important to avoid distraction of and a person must be awake to both verbal and non-verbal communication. So as to identify all possible barriers and avoid them in time.
- Participants must get as much information and the background of the projects as possible so that all parties can know with whom and with what they are dealing. Information is power in order to make relevant decisions.
- Participants must entertain long and short term objectives. During the negotiations, some objectives may be understood when looked from short term perspective or long term [perspective. Some projects may give result after a long term whereas others may give results after a short time.

- Participants in the negotiation must make sure that they are negotiating with people who have decision making powers so that all agreements which are reached are binding.
- Participants should be flexible about sequence and options. Negotiation is about flexibility of options and hard base lines do not work in such a situation. Rigidity must be avoided as it may be a barrier in the negotiation process.
- Participants must validate, that, is, confirm their understanding so that all parties have common understanding about the subject matter.
- When going to the negotiation, people must prepare thoroughly so that their presentation are meaningful. Participants must decide on what they want as the outcome with a best-case scenario (ideal outcome) and a worst-case scenario (the minimum that one will settle for).
- Negotiators should find out whether there is a basis for negotiation and in this process, insulting or accusing language should be discouraged. Negotiators must respect one another so that the outcome can be acceptable.
- Work towards consensus. Parties in the negotiation process must work towards a consensus. It is no use to just keep on the original position. That is not negotiation. Negotiators should try to remain in their original position as possible (best-case scenario), but use the space between that and what can be settled for (worst-case scenario).
- A good negotiator must be a problem solver that can separate a person from a problem and is soft on the person and hard on the problem and maintains objectivity. In this process, an image of trust must always be maintained (Swanepoel and de Beer, 2003:100-101).

2. 20. LOCAL ECONOMIC DEVELOPMENT

The CDM has a LED strategy with the purpose of positioning the Capricorn district municipality as a center of sustainable economic growth and development. The LED is complimentary to the district's IDP goals which position the district in the attainment of its

vision as a “home of excellence and opportunities for a better life” (CDM Annual Report, 2014/2015:45).

According to the LED strategy, economic growth has been determined at 4.0% for the next 5 years and unemployment is set to be below 22.3% in five years and to increase and develop access to economic opportunities and expand the municipal revenue base. The local economic strategy is driven by five priority sectors as through the IDP as follows:

2.20.1. Growing the First Economy.

This priority is about diversifying the existing industrial base by developing and strengthening the attractiveness and competitiveness of the district with specific reference to tourism, agriculture, transport, logistics, manufacturing, agro-processing, retail, trades and community services.

2.20.2. Developing the Second Economy.

The second economy seeks to address challenges facing the SMM’s so that they can access finance and opportunities for investment. This process will lead to sustained growth, sustainable employment and reduce poverty.

2.20.3. Knowledge Economy.

The CDM aims at this objective towards improving the competitiveness of the district economy through investment into applied research, technology design and creativity.

2.20.4. Land and Infrastructure.

This priority has an objective of creating conducive environment for economic development. The focus is on the provision of water, electricity, transportation, infrastructure to support economic development. This priority is the backbone of growing the economy and promoting development.

2.20.5. Governance and Partnership

This priority is about the CDM and IDP processes, procedures and systems for coordinating LED efforts. It is also about finding appropriate institutional model/structure for CDM partnerships, create LED sectors for engagement and facilitation of access to development finance including donor support for LED in order to have a vibrant IDP in the district (CDM Annual Report, 2014/2015:43).

Sectoral contribution to CDM's economy in 2014.

Sector	Sectorial contribution to CDM's economy
Agriculture	1.9%
Mining	5.7%
Manufacturing	3.5%
Electricity	2.7%
Construction	3.9%
Trade	21.6%
Transport	7.0%
Finance	20.8%
Community services	33.0%
Total	100.00%

Source: CDM Annual Report, 2014/2015:44

2.21. NATIONAL DEVELOPMENT PLAN

The national planning commission has developed a national development plan which is affectionately known as "vision 2030". This plan is a basis of all economic plans and the

integrated development plan is greatly informed by “vision 2030” in its effort to integrate and develop all economic sectors for the purposes of community development. Vision 2030 seeks to integrate and to be inclusive of all economic development on the basis of the following key areas:

- Rural communities. Rural communities require social, economic and political opportunities to overcome poverty.
- Agricultural development should introduce a land-reform and job creation strategy that ensure that rural communities have jobs.
- Community should have quality access to basic services, health-care, education and food security.
- Rural towns should be tailor-made according to varying opportunities in each area and intergovernmental relations should be addressed to improve rural governance. The IDP can well be coordinated in terms of vision 2030 (National Development Plan 2030:216-217).

Vision 2030 is a national plan so important that it can unlock all potential for community development in terms of the IDP. The CDM has built the IDP on the foundation of vision 2030. The CDM has achieved great results through the implementation of the IDP based on vision 2030. In Aganang local municipality 4 water projects were established to benefit 1 842 households in the municipality in order to address the scarcity of water and minimise the effects of drought in 2015. The executive mayor of Capricorn district municipality Gilbert Kganyago said during the sod-turning ceremony at Kolopo, Phago, Burgwal villages that the hope for a better life depended on CDM to improve their quality of life and living conditions. The IDP in Aganang has improved the standard of living of Aganang people despite the fact that the municipality will be de-established after the municipal elections which will be held on the 3rd August 2016 (CDM Talk, January-March 2016:4).

2.22. STRENGTH, WEAKNESS, OPPORTUNITY AND THREATS (SWOT) OF CDM

The IDP is one of the tools like performance management and working together with local citizens and partners in order to create a development local government. The IDP is a

major tool to advance community development in all spheres of life. It must be emphasised that the IDP is not a solution of all development activities. The IDP as a tool, has advantages and disadvantages during and after formulation and implementation. Simply put, the IDP has strength, weakness, opportunities and threats. It will be a myth to claim that the IDP has all solutions of all community developmental problems. In effect, IDPs are planning and strategic frameworks to help municipalities to fulfil their developmental mandate.

Whereas the CDM has undertaken various analyses and approaches to development that has challenges and problems of community development, the CDM's self-introspection revealed the following strength, weaknesses, opportunities and threats (Final IDP 2016/17-2020/21:109).

2.22.1. Strength (Internal)

This refers to the internal capacity and all resources that give or enable the CDM to start and accelerate development.

2.22.2. Weaknesses (Internal)

This refers to the internal weaknesses and absence of resources that prevent or hinder development.

2.22.3. Opportunities (External)

This refers to external opportunities like networking with national and provincial structures in order to accelerate development.

2.22.4. Threats (External)

The environment outside the municipality has impatience of communities and other stakeholders and structures that play a significant role in the community development. The following figure shows strength, weakness, opportunities and threats to IDP regarding the role of community development

Figure 22: CDM SWOT Analysis

STRENGTH	OPPORTUNITIES
<ul style="list-style-type: none"> • Strategically positioned • Staff with expertise, dedicated, capacitated and motivated. • Good political leadership • Good internal controls • Diverse and multicultural team • Operational systems in place • Operational tools in place • Records management framework • It systems and frameworks in place • Opportunities for integration 	<ul style="list-style-type: none"> • External professional bodies • Planning theatre • Cooperative stakeholders • Opportunity to stimulate economic growth • Partnership with Public Private Partnership (PPP) • Support from National and Provincial governments. • Possible external funding
WEAKNESS	THREATS
<ul style="list-style-type: none"> • Poor interdepartmental collaboration • Lack of classification of information • Lack of adherence to service standards • Lack of integration of programmes with other stakeholders • Insufficient funds for projects • Lack of forward planning • Ineffective and failure to meet deadline • Skills gap and inadequate internal training. 	<ul style="list-style-type: none"> • Community impatience on service delivery • HIV/AIDS and other communicable diseases • Limited revenue base • Lack of commitment from other stakeholders • Political intolerance • Loss of staff to competitors • Vandalism and theft of boreholes equipment

Source: Final IDP/Budget, 2016/17-2020

Although there are weaknesses and threats in CDM, generally the CDM has strength and opportunities that surpasses weaknesses and threats especially because it is in the capital of Limpopo Province where there are good resources of promote community development. Weaknesses and strength of CDM are being turned around to be strength and opportunities through public participation which is very vibrant in terms of the community and municipality interphase meetings which are scheduled for the whole year as reflected in Annexure D.

2.23. CONCLUSION

The literatures by different authors mentioned in this chapter all agree that the role of the IDP is an indispensable tool to bring about development in all communities within the CDM. Section 153 of the Constitution of the Republic of South Africa, 1996 encourages municipalities to structure and manages its administration, budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community and also to participate in national and provisional programs. The integrated development plan is a key to the improvement of the quality of life in our communities within CDM.

During the research of this study, the Minister of Co-operative Governance and Traditional Affairs submitted a list of municipalities to the Demarcation Board to re-determine municipal boundaries before the 2016 local government elections. The names of municipalities submitted are Aganang, Fetakgomu, Maruleng, and Makgoopong.

The Demarcation Board will consider all inputs from the communities and make a final decision of de-establishing and establishing new municipalities as it has already given its decision to disestablish Aganang Local Municipality. The literature reviewed has shown the importance and the role of the integrated development plan in community development. All municipalities in CDM including the district municipality have an IDP program that is used to promote and develop their communities. According to the literature reviewed, there is a positive and negative public participation to promote the role of the integrated development plan amongst the municipalities and the communities within Capricorn as evidenced by demonstrations and protests of communities against Capricorn District Municipality.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Henn et al (2006: 57), explain research design as a basic plan for a research and includes four main approaches. The approaches are strategy, conceptual framework, who and what will be studied and the tools and procedures to be used for collecting and analyzing data. The development of a research design follows a logical process and is defined as a set of guidelines and instructions to be followed in addressing the research problem. The main function of a research design is to enable the researcher to anticipate the end result or outcome of research decisions so as to maximise the validity of the results (Mouton, 2009:107). A research design is like a route planner showing how a goal will be reached.

In this research design, the following steps should be followed: the planning of scientific inquiry and designing a strategy for finding something that will be addressed. There are two major aspects of research design namely, the researcher must first specify precisely what exactly is to be found out. The second aspect is to determine the best way to do a scientific research which is about making observations and interpreting what one has observed. In this chapter a research design is intended to address the problems of general poor planning of service delivery through the integrated development plan in all communities within Capricorn district municipality. There are three most common and useful purposes of research which are exploration, description and explanation (Babbie, 1998:80).

The research design of Capricorn District Municipality should take into consideration of the fact that CDM has five local municipalities namely Blouberg, Aganang, Molemole, Polokwane and Lepelle-Nkumpi. According to the 2013/14 Integrated Development Plan Review, the population was at 1 261 463 as per STATSSA, Census 2011. Research design should seek to establish the role of the IDP in community development.

Community in five different local municipalities have different socio-economic needs that should be addressed by the IDP. Capricorn District Municipality as a whole has its own powers and functions to be realized in terms of the Local Government municipal Structures Act. Capricorn District Municipality has its own IDP that works in harmony with the IDP of local municipalities within the district municipality.

3.2 RESEARCH DESIGN

A research design is a blueprint on how the research will be conducted. The population of the study is Capricorn district municipality. The researcher cannot design a research that will involve all members of the population and instead a qualitative approach will be used to collect primary and secondary data. In this instance, three of the most common and useful purposes of research design are exploration description and explanation. These purposes will be examined separately because each one has different implications for other aspects of research design (Welman et al, 2005:192-193).

3.2.1 Exploration

Exploration research is aimed at exploring a topic, which is to provide interest and familiarity with the topic to be studied. In most research, exploratory studies are conducted for three purposes namely; to satisfy the researcher's desire for better understanding about the subject to be studied, to test the feasibility of undertaking the study and to develop methods to be used when conducting the study. In this context, the researcher will explore the role of the IDP in community development. This exploration will be structured through open-ended interviews with 150 people sampled from the population of Capricorn District Municipality.

Exploratory studies is very valuable in social scientific research. During the interviews, respondents will be asked general questions about the role of the IDP in community development and they will be encouraged to freely give answers in their own words and opinions. The answers given by respondents will give insights into the complexities challenges and problems encountered when using the IDP in community development which is the subject matter of this study. The exploratory research has a short coming of not providing satisfactory answers to research questions although they can give answers and insights into the role of the IDP in community development. The

weakness of exploratory research is caused by representatives as no study can include everybody in its research (Babbie, 1998:80-81).

3.2.2 Description

The purpose of a social scientific research is to describe situations and events. The researcher will observe and describe what was observed. As scientific descriptions are more accurate and precise, better results are established than casual descriptions. The researcher will observe and describe the role of the IDP in community development. The importance of definitions from descriptive research should be clear so that good responses can be obtained (Babbie, 1989:117-118).

3.2.3 Explanation

This is the third general purpose of social scientific research. The purpose is to explain processes and events of IDP. The study will report the intentions of the IDP, but reporting why Capricorn district municipality's plan seeks to achieve particular objectives through the role of the IDP is explanatory. The purpose of the researcher is to explain the role of the IDP in community development (Mouton, 2009:108).

3.3 RESEARCH METHODOLOGY

Research methodology is a process emanating from the word method. This is a process that deals with procedures and ways of conducting research in a scientific way. In any scientific enquiry, it is important to choose a method that is going to yield good results for the purpose of the study. Although there is a variety of methods available, each method has its strength and weaknesses and relevant terms to be used in a particular field of study (Babbie, 1989:97).

Research involves the application of a variety of standardized methods and techniques in the pursuit of valid knowledge. The methodological dimension refers to the knowledge of how to conduct research or the total set of means that scientists use in researching their goal of valid knowledge. These means are referred to by various names such as methodologies, research approaches, methods, techniques, procedures and instruments. A distinction can be made between three levels of the

methodological dimension. These levels may differ in terms of complexity and abstractness.

The following research methods can be classified:

- Methods of definition: theoretical and operational definitions
- Sampling methods: probability and non-probability methods
- Measurement methods: scales, questionnaires and observations schedules
- Data-collection methods: participant observation, interviewing, unobstructive measurement and systematic observation.
- Data- analysis methods: statistical methods, mathematical methods and qualitative methods.

The distinction between techniques and methods is a matter of degree and scope. The word method includes classes of techniques, skills and instruments (Mouton, 2009:36).

At the complexity of research, there are methodological paradigms such as quantitative, qualitative and participatory action paradigms. These terms include assumptions and values regarding their use in different situations. The philosophy would include a theory of when and why to apply quantitative rather than qualitative methods.

3.3.1 Summary of the Methodology

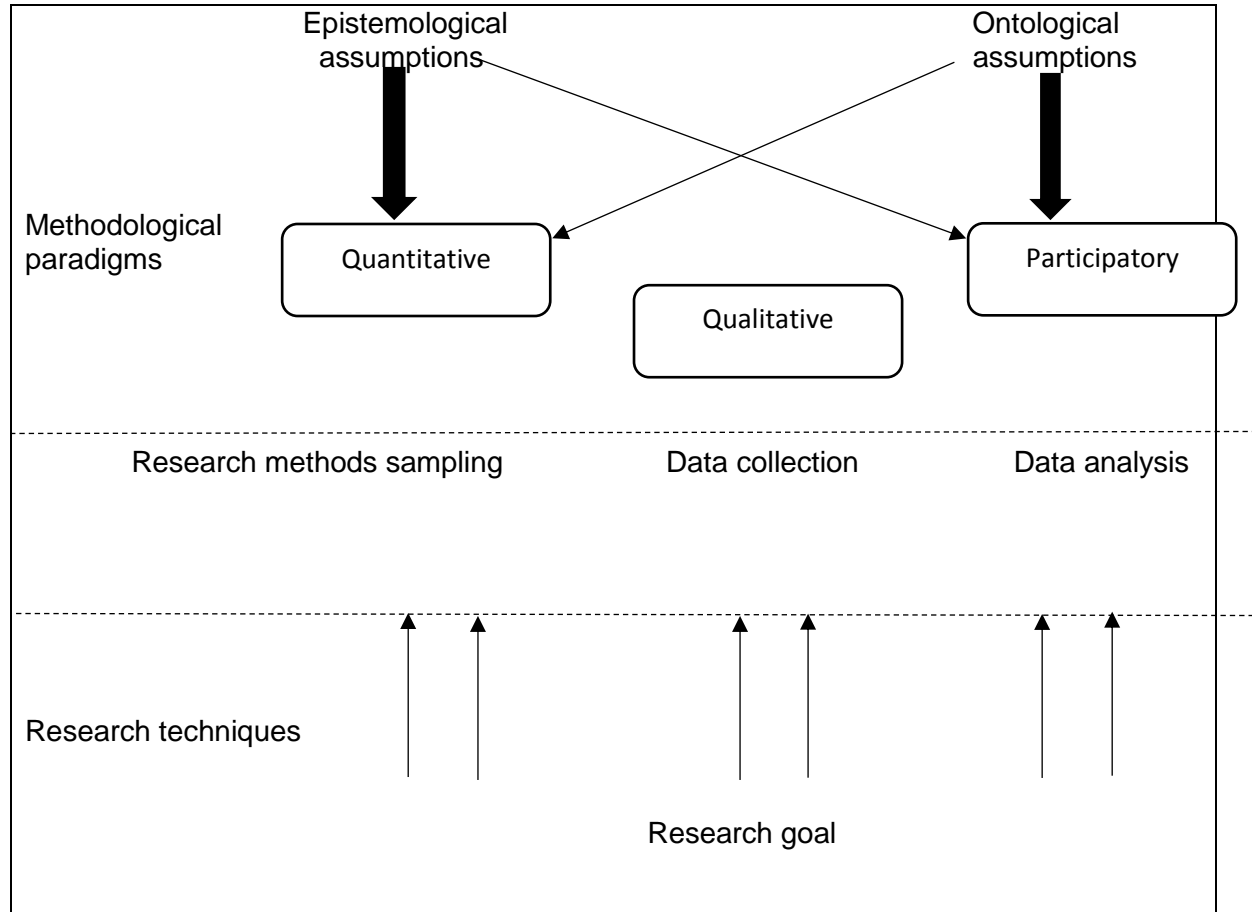
The following methods were used in conducting the research:

- Qualitative Methods
Interviews were conducted with the manager of the IDP and staff members. The IDP section has five employees and from the interviews conducted in some IDP meetings attendance was good whereas in others the attendance was poor depending on the conditions of that day.
- Quantitative Methods
The target population of the IDP office as explained above is responsible for the promotion IDP processes.
- Data Analysis

The data was analysed using SPSS and this will be found in chapter four.

Three levels in the methodological dimension is represented in the following diagram:

Figure 1. Level in methodological dimension



Source: Mouton, 2009:37

As shown in the above diagram, different classification principles operate at each level of the methodological dimension. At the first two levels of concrete techniques and generic methods, classification was made according to tasks. In scientific inquiry, methods and techniques must specify the task, whether it is to draw a sample, collect data or draw inferences from data. At the third level, methodologies are classified in terms of epistemological and ontological assumptions. Research methods and techniques are task specific and the task is defined by research goal. Different studies use different methods or techniques because they have different objectives.

The technique for conducting research must be appropriate for the task. This applies to data-collection, data-analysis, sampling and questionnaire design. It suffices to say the use of both qualitative and quantitative methods in the same study will depend on

the type of the project. The methodological paradigms becomes more difficult to combine different paradigms.

There are many examples where researchers combine techniques that are accepted as quantitative and qualitative. The example is that of a researcher who uses probability sampling and in-depth interviewing. The use of multiple methods and techniques constitute one of the best ways to improve the quality of research. There are however limitations to the use of any techniques which is related to the phenomena which is being investigated. It is not feasible to do a sample survey of 10000 individuals and to interview all members of the target group, hence a sample of seventy five (75) members were interviewed.

Some researchers argue that there is a conflict between quantitative and qualitative paradigms, the truth is that there is no conflict as each method has its own objective. Most researchers agree that quantitative and qualitative tools are more compatible and that the choice for their application in a particular project is determined by a specific research problem. In this research of the role of the IDP in community development, a qualitative method will be used and to a lesser degree a quantitative method will also be used (Mouton, 2009:38-40).

3.3.1. Differences between research design and research methodology

Most researchers confuse the above two research processes. The table below will help to differentiate these processes:

Research design	Research methodology
1. Research design focuses on end product of the research process. What kind of study is being planned and what kind of results are aimed at. (The study is about the role of IDP in community development. The results are to improve the delivery of services to communities)	Research methodology focuses on the research process and the kind of tools and procedures to be used. (In this study, the research process and tools are first the approval by CDM to conduct the research and because employees of CDM are 544, a sample of 75 employees have to be determined and questionnaire developed for the sample).

<p>2. Point of departure; research problem or questions are formulated to find an answer to the problem. (Problems are poor understanding of the IDP, poor community participation, community demands exceed CDM supply in terms of financial resources).</p>	<p>Point of departure data collection and sampling. (In this study, data collection was done through questionnaires which were distributed to all individuals who have been sampled through (convenience sampling).</p>
<p>3. Logic of the research. What kind of evidence is required to address the research question adequately? (Evidence of the research revolves around community and municipality inter-phase regarding the role of the IDP in community development).</p>	<p>The focus is on the individual and the steps to be followed in the research process and the most objective procedures to be used. (In this study all individuals were free to express their opinions regarding the role of IDP).</p>

Source: *Babbie and Mouton, 2015:75*

In the above diagram, differences of the research design and research methodology have been made plain in order not to confuse the two processes.

3.4 POPULATION

Polit and Hungler (1993:43), define population as the totality of all subjects that conform to a set of specifications. A study population is an aggregation of elements from which the sample is selected. The study area is Capricorn District Municipality which is composed of five local municipalities namely Aganang, Blouberg, Lepelle-Nkumpi, Molemole and Polokwane. The study population is that group of selected people about whom the conclusion will be reached. It is practically impossible to conduct an enquiry to all members of the study population. According to the Capricorn District Municipality final IDP 2016/2017 the demographic figures were as follows:

Municipality	Population
Aganang	147 682
Blouberg	161 322

Lepelle-Nkumpi	227 970
Molemole	109 441
Polokwane	508 277
Capricorn	1 154 692

3.5 SAMPLING

In view of the abovementioned population figures, a sample of the study area must be determined. Sampling is the process of selecting observations. All people of Capricorn District Municipality cannot be selected for study. There are two types of sampling methods namely probability sampling and non-probability sampling (Babbie, 2009:165). Examples of probability samples are simple random samples stratified random sample, systematic samples and cluster samples. Examples of non-probability samples are incidental samples, quota samples, purposive samples, snowball samples, self-selection samples and convenience samples. When using a probability sampling, a researcher may determine the probability that any member or element may be included in the sample (Welman et al, 2005:56).

Probability sampling is the primary method for selecting samples for social science research. A basic principle of probability sampling is that a sample will be representative of the population from which selection has been made and all members will have equal opportunity of being selected. The advantage of probability sampling is that it is more representative than other types of samples. Another advantage is that probability sample enable the researcher to estimate the accuracy or representativeness of the sample.

In the process of probability sampling random selection is the key and integral part of this sampling. This study will use non probability sampling and some members may have no chance to participate. In non-probability sampling by contrast, probability cannot be specified. Some elements may not be included when using non probability sampling (Welman et al, 2005:67).

This research has sampled 75 (seventy five) respondents in the Capricorn district municipality. Questionnaire were distributed to municipal officials, councilors , and chiefs in order to find out from them the role of the integrated development plan in community development. Participants were each requested to freely respond to

questions about the role of the integrated development plan. An example of the questionnaire is found in the chapter on findings hereto for the easy reference. All participants were randomly selected.

3.5.1 The Sampling Frame

A sample frame is a complete list which contains each unit of the study population. In this study, the Capricorn District Municipality has a staff of 544 and excluding councilors.

3.5.2 Sampling Technique

According to Maise and Parsell (1996:13), sampling is a process used in statistical analysis in which a predetermined number of observations will be taken from a larger population. The technique used in sampling is convenience which involves selecting those cases or participants that are easy to obtain for our sample. A person is given a questionnaire anywhere he/she may be found. The sample selection process is continued until the required sample size. This process is voluntary and participants may decide not to complete or complete questionnaires or decide not to return the questionnaire after completion. All techniques are however made in order to encourage participants to complete and return questionnaire on the agreed time and date.

3.6 TYPES OF SAMPLING

Sampling was discussed in the above mentioned paragraph and types of sampling are important in order to show the representativeness of the sample. According to the summarized IDP report by the executive mayor the number of the Capricorn district staff is as follows:

STAFF	Male	219
	Female	325
Total		544

Source: CDM Annual Report 2014/15:12

3.6.1 Random Sampling

Random sampling as the name implies, is when variables are used with no plan or purpose. It is a haphazard way or the absence of any direction or purpose. This

emphasized the effect or result of chance due to the absence of planning or direction. In statistics, it is a sample drawn from the total group that every item in the group has equal chance of being included. This is the process in which selection of a sample is done at random (Wel, et.al, 2005:59).

Random sampling can be distinguished between simple random sampling and stratified random sampling, each member of the population has the same opportunity of being included in the sample and in so doing, each sample of a particular size has the same probability of being chosen. This process may be applied in any case study which the researcher is undertaking. When using a random sample, the researcher may identify all the units of analysis in the sampling frame and give them numbers in the manner suitable to the requirements of the researcher. The mechanism used to choose the units should ensure that each unit has an equal opportunity of being selected (Wel, et.al, 2005:60).

Stratified random sampling is composed of recognizable non-overlapping subpopulation. The population or arrangements is referred to as strata and singular part is called stratum. This division may be based on a single variable such as gender so that there may be two strata (men and women). In this process, there may be an involvement of combination of more than one variable, for an example gender and age in such a way that there are strata such as young adult males, young adult females, middle-aged males, and middle-aged female and so on. The variation within any particular stratum may be smaller than the variation among the respective strata (Welman, et. al, 2014:61).

Stratified random sampling has the advantages such as in a random sample from a normal population that is stratified in terms of gender, the probability of a sample consisting of one gender is zero. This advantage ensures that important strata are represented in the sample. A conclusion can be drawn that stratified random sampling requires a smaller sample than simple random sampling in order to obtain valid results (Welman, et.al, 2014:62).

There are other types of probability sampling such as the systematic sampling. In this type of sampling the process is systematic such as if a sample where a population of N elements, that is units of analysis that are numbered from 1 to N . In systematic sampling, there would be an inclusion of every N/n th element where N is an integer

that is a whole number. In this process once the number of the first element has been determined, the number of all N elements are fixed (Welman, et.al, 2014:64).

In probability sampling there is another type called cluster sampling. In a large scale survey, cluster sampling is used to include all members of the selected clusters. All members of the selected cluster or a simple random sampling or a stratified random sampling drawn from such cluster will constitute the eventual sample (Welman, et.al, 2014:65). In contrast to simple random sampling a, cluster sampling has few locations to be visited but more than one or two units of variable must be included at each such location.

3.7 NON-PROBABILITY SAMPLING

Non-probability sampling is the opposite of probability sampling such that the probability that any element will be included in a non-probability sample cannot be specified. In other instances, certain members may have no chance of being included in such a sample. As the name implies, it is a process in which each unit in a sampling frame does not have an equal chance of being selected for a particular study. In this study, purposive, quota, target, convenience, dimensional, snowball, spatial, theoretical and key informant sampling will be discussed and an appropriate sample to this study will be selected and used as a case study (de vos, et.al, 2015:231-234). Some of these non-probability sampling are more appropriate to quantitative than qualitative research and vice versa.

3.7.1 Convenience or Accidental Sampling

Authors such as Bailey (1994:94) and Babbie (2005:245), refer to this type of sampling as convenient because it is done as and when it is convenient to gather information from a participants of the research study (de vos et.al, 2015:232-235).

Convenient sampling takes place with respondents who are easily available within the study population. The researcher distributes questionnaires to any participant who is willing to participate. This is done until the desired number of participation is met and it may so happen that this sample may be dominated by a particular group of participants by various reasons such as the non-availability of participants due to ill-health, leave and other factors that may contribute to the study population. This study

will use convenient sampling because as the name implies, it is convenient to conduct research using such method (wel,et.al, 2005:69).

In this study, the researcher has distributed questionnaires to different levels of employees within the Capricorn District Municipality (CDM). Questionnaires were distributed to senior managers, middle managers, lower managers, technical staff and councilors. The study is not bias to any particular group of employees, however, the sample may include those respondents who were available during the research. Technicalities of such generalization and flaws are beyond the control of the researcher (de vos, et.al, 2015:232).

Table 3.7.1 Impact of various factors on choice of non-probability sample technique (Source: Saunders et al, 2003:172)

Sample type	Likelihood of sample being representative	Types of research in which useful	Relative costs	Control over sample contents
Accidental(Incidental	Very low	When performing explorative research. When you do not expect to generalise findings	low	Low
Quota	Reasonable to high, although dependent on selection of quota variables	Where costs are constrained or data needed very quickly so that an alternative to probability	Moderately high to reasonable	Relatively high

		sampling is needed		
Purposive	Low, although dependent on researcher's choices: Extreme case Heterogeneous Homogeneous Critical case Typical case	Where working with very sample samples Focus: unusual or special Focus: key themes Focus: in-depth Focus: importance of case Focus: illustrative	Reasonable	Reasonable
Snowball	Low, but cases will have characteristics desired		Reasonable	Quite low
Self-selection	Low, but cases self-selected		Low	low
convenience	Very low		Low	low

3.7.2 Purposive Sampling

Purposive sampling is based on the judgment of the research when selecting a sample. A sample is composed of elements that contain characteristic and typical attributes of the study population that serve the interests of the study best. In this technique. A researcher may decide to sample first entering students of a university to

find out their views on the subject of bursary allocation to students. The researcher may decide that the views of first entering students are more representative on the subject of bursary allocation.

This technique is more judgmental and opinion of a researcher is too prominent. The purpose of this process is to obtain the view of their first entering students or all-post graduate students on bursary allocation to university students. What is important in this study is to meet the purpose of the research.

3.7.3 Quota Sampling

This technique's purpose is to draw a sample that is as close to the replica of the study population as possible and that is representative of the study population. In this process, a researcher makes an effort to have the same proportion of units of analysis in important strata such as gender, age, and so on. In the first instance, the researcher will determine the important strata according to which the population is composed. Secondly, more cases should be included, (that is 15 or 25) of each stratum in the sample (welman et.al, 2005:68).

According to Babbie (2007:185), a researcher must be fully aware of the relationship between, for instance, gender and age in the relevant population. The sample size or quotas taken from each category are usually selected in proportion to the category sizes, and elements are taken at random. In this technique, the deficiency of this type of sample is that the selection rests totally with the field worker that allows subjectivity and bias to play a significant role.

3.7.4 Target Sampling

Target sampling is mainly used as a strategy for obtaining systematic information when random and convenience sampling may not be implemented because of a hidden nature of a problem. This may be considered a sampling strategy and has similarities to quota and purposive sampling. Target sampling is a strategy which ensures that variables with specific characteristics within a study population have an opportunity of appearing in the sample (de Vos et.al, 2015:233).

In this method researchers must compile a list of names whose background information have been obtained from the community. Researchers must put more

emphasis into involving sufficient number of respondents by explaining in detail the purpose and value of the study. In target sampling, emphasis is on the investigation of hidden problems within the study area or population. Observation and interviews with participants are ways in which a desired number of respondents can be determined.

3.8 RESEARCH DESIGN

A research design is a plan of how a researcher intends conducting the research. A research design is also defined as a set of guidelines and instructions to be followed in addressing the research problem. Design refers to decisions that a researcher makes in order to plan the study. Before a study is undertaken, there are plans and decisions that are taken.

Blaikie (200:21), refers to a research design as an integrated statement of justification for the more technical decisions involved in planning a research project and a process “analogous to the activities of an architect designing a building.” In the above definition, it can be deduced that it is necessary that before a researcher undertakes a research, he/she must design the research. When an architecture designs a building, he/she must ensure that all necessary tools are available in order to draw a good plan. An architecture will draw a plan that will show and name all types of rooms, corners that should be made in the building. Babbie (2007:112), offers a closely related definition of design by stating that “a research design involves a set of decisions regarding what topic is to be studied among what population with what research methods for what purpose”. In the context of this definition the topic of this study is “the role of the integrated development plan in community development”, and the population is found in the Capricorn District Municipality.

Monette, Sullivan and De Jong (2008:9), define research as a plan outlining how observations will be made and how the researcher will carry out the project and this version of explanation is shared by Blaikie (2000) and Babbie (2009). In this definition, emphasis is again put at a plan on how observations will be made and how the project will be carried out. In the context of this explanation, research design should be followed by the method to distribute questionnaires which will be voluntarily completed by the staff of Capricorn District Municipality in order to source out their views about the topic under investigation.

3.9 POPULATION

Barnhart (1996:1622) defines population as the people of the city, the number of people, a part of the inhabitants distinguished in any way from the rest; the entire population. According to the 2011 census survey, the population of South Africa was at 51 770 560 which is split in the provinces as follows:

Table: 3.10.1

Province	Population
Eastern cape	6 562 053
Free state	2 745 590
Gauteng	12 272 263
KwaZulu-Natal	10 267 300
Mpumalanga	4 039 939
Northern cape	1 145 861
Limpopo	5 404 868
North west	3 509 953
Western cape	5 822 734

Source: STATSSA Census 2011:15

The role of the IDP is to accelerate community development across the whole South Africa. The custodian of the IDP are municipalities which are Metropolitan (category A), Local (category B) and District which are category C. all municipalities use the IDP to deliver services to all the people of South Africa. There is no part of SA which is not influenced and affected by IDP (Section 103, The constitution of the republic of south Africa, 1996). The IDP therefore cuts across the national, provincial, and local government as a tool of community development which is used by municipalities. Although we have different categories of municipalities, their role has been structured to ensure that community development can be accelerated through the IDP. It is for this reason that local government is referred to as developmental local government because it is committed to working with citizens and groups within the community to find sustainable ways to meet social, economic, and material needs in order to improve the quality of life (The White Paper on Local Government, 1998:17).

The IDP is the tool that is used by all municipalities to deliver services to all the people in South Africa ranging from national, provinces and local government.

Limpopo province population profile

Limpopo province is made up by the following district municipalities:

Table: 3.10.2

District	Population
Capricorn	1 261 463
Greater Sekhukhune	1 076 840
Mopani	1 092 507
Vhembe	1 294 722
Waterberg	679 336

Source: STATSSA, Census 2011:23

As the focus of our study is on Capricorn, it is important to mention that Capricorn is also made by the following local municipalities:

Table: 3.10.3

Municipality	Population
Aganang	131 164
Blouberg	162 629
Molemole	108 321
Polokwane	628 999
Lepelle-Nkumpi	230 350
Capricorn	1 261 463

Source: STATSSA, Census 2011:26

Each and every district and local municipality has an IDP office whose responsibility is to promote economic, community development and service delivery. The above municipalities of Capricorn show significant number of population that requires the IDP to deliver services to communities.

3.10 RECONFIGURATION OF LIMPOPO MUNICIPALITIES

According to a paper presented to ANC officials by ANC Limpopo on the 27 January 2015, at Saint George Hotel, a resolution was taken to reconfigure non-viable municipalities and also to identify vulnerable municipalities that are not financial sustainable to carry out development in terms of the IDP. This process was intended to ensure that the IDP processes in all municipalities are formulated and implemented in an effective and efficient ways.

The critical success factors of reconfiguration were based on the review of powers, functions and the role of the IDP in service delivery. The result of reconfiguration was as per the following table:

Table: 3.11.1

District	Current Municipalities	Reconfiguration
Capricorn	5 Local Municipalities	4 Local Municipalities
Mopani	5 Local Municipalities	4 Local Municipalities
Sekhukhune	5 Local Municipalities	4 Local Municipalities
Vhembe	4 Local Municipalities	4 Local Municipalities
Waterberg	6 Local Municipalities	5 Local Municipalities
Provincial	25 Local Municipalities	21 Local Municipalities

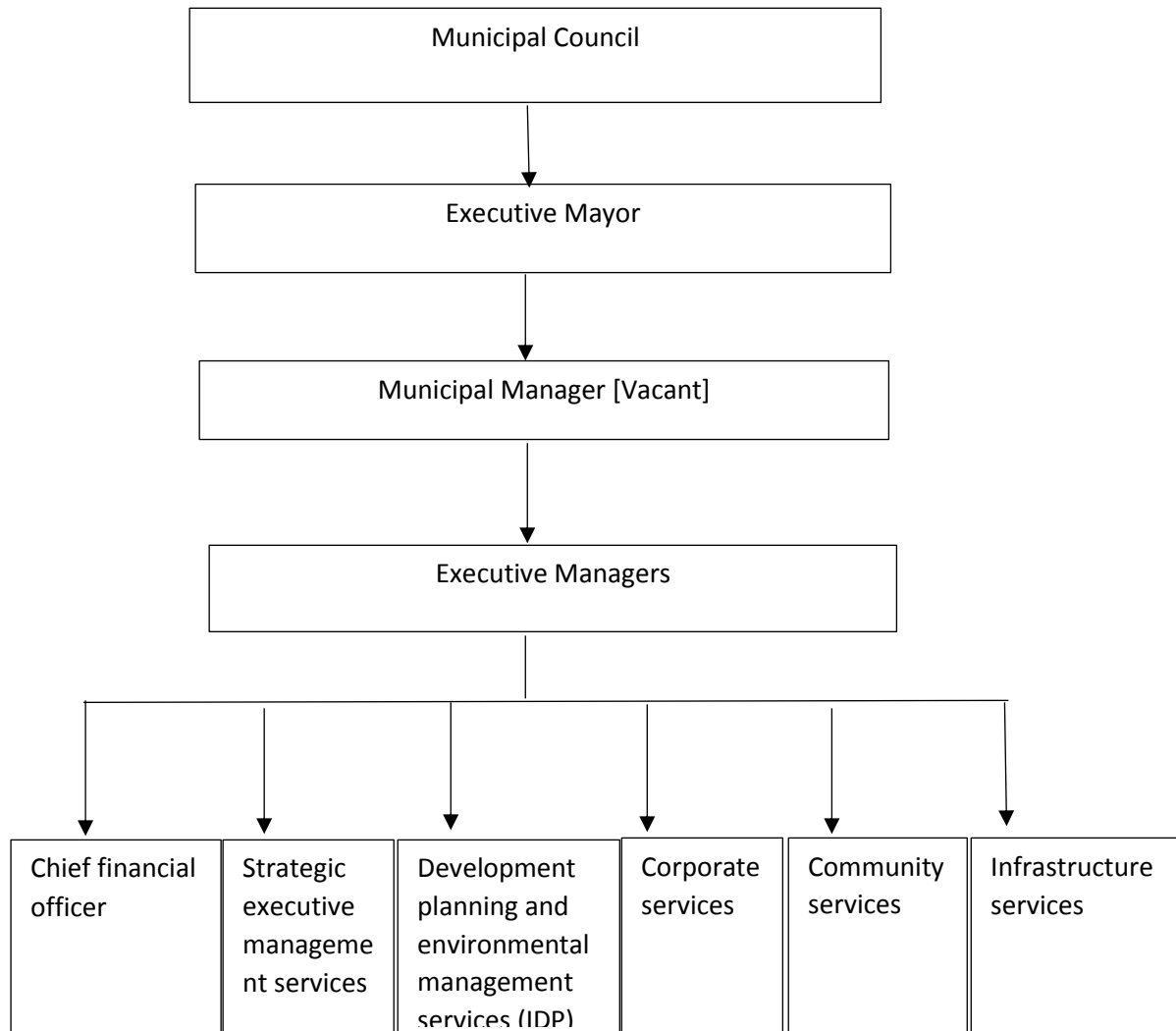
Source: Paper presented to ANC officials by ANC 27 January 2015.

In Capricorn District disestablishment of municipalities affected Aganang and the redetermination of boundaries resulted in the transfer of functions and assets to Molemole, Blouberg and Polokwane municipalities. Aganang currently has 19 wards, and 13 of these wards were transferred to Polokwane municipality, 2 wards went to Molemole and 4 wards to Blouberg. The district will have a new reconfigured map. Province will have 21 local municipalities and Capricorn District Municipality will have 4 local municipalities. The reconfiguration of municipalities will take effect after 2016 local government elections. The reconfiguration of municipalities will help the IDP to accelerate development to all communities (CDM Talk, 2016:14).

3.11 CAPRICORN DISTRICT ORGANISATIONAL STRUCTURE

Capricorn District Municipality has 544 employees who are placed in strategic positions in order to ensure that the IDP is promoted by competent employees. The CDM's top structure is as follows:

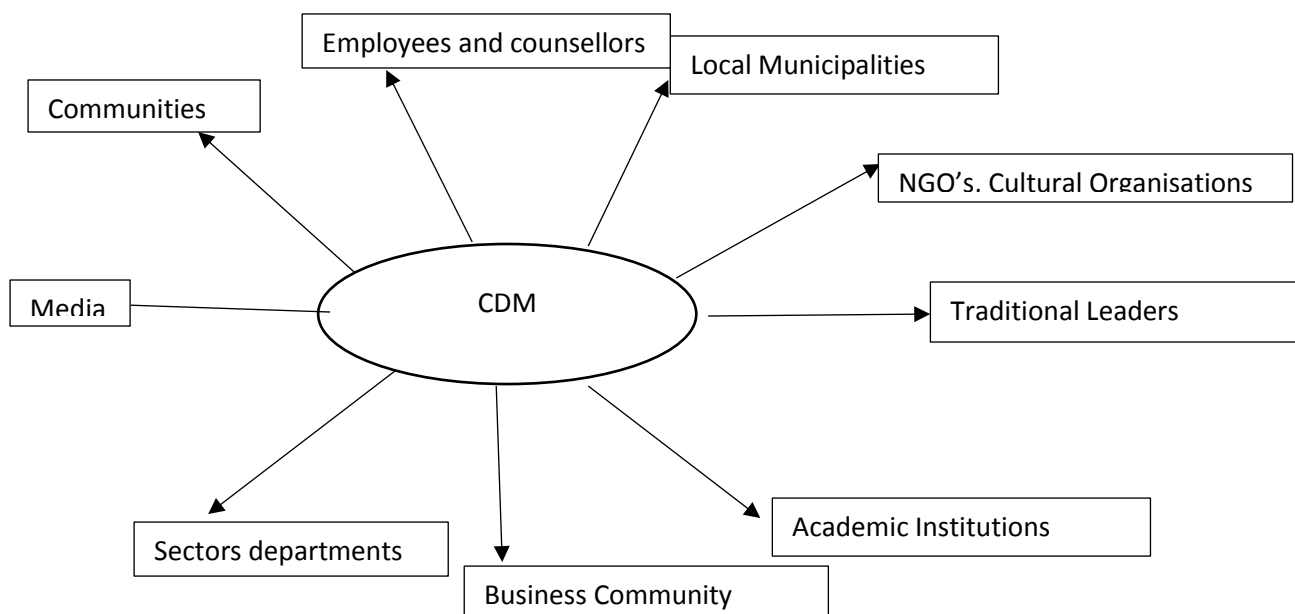
Figure: 3.11.1



The IDP is spearheaded from the department of planning and environmental management services. All stakeholders are serviced in terms of the above organisational structure (Final IDP, 2016/17-2020/21:105).

The IDP service different stakeholders within the CDM. The figure below depicts stakeholders:

Figure: 3.11.2



The IDP is a tool that benefits the above stakeholders in order to promote a vibrant district municipality that is able to deliver service to all stakeholders (Final IDP, 2016/17-2020/21:102).

3.11.1 Communities

Communities are important stakeholders of IDP and they interact with the CDM and all other local municipalities. The success of the IDP rests with different stakeholders in the community such as the ward committee, the South African National Civic Organisation, traditional leaders and other relevant stakeholders. The objective of local government is to encourage the involvement of communities and organisations in the matters of local government. Communities are people who have settled together in an organised manner. Wherever people have been organised for settlement, there is a need of the supply of basic services like water, electricity, roads, houses and other services. In the context of municipalities, each and every household belongs to a ward that ultimately forms a village or a township that then forms a community that will require services. Examples of communities in the CDM are Lebowakgomu, Seshego, Mankweng, Ga-Matlala, Botlokwa and many other communities constitute Capricorn district municipality.

3.11.2. Employees and councilors

Capricorn District Municipality is composed of administrative staff, councilors and political office bearers such as the Executive Mayor and the Speaker. The employees are appointed workers and councilors together advance the vision and mission of the CDM. Employees are appointed based on their qualification and experience of their job. In the presiding organisational structure, municipal departments have been arranged according to their strategic objective such as community services, developmental management services (IDP) and other departments. All employees are organised in the category of teamwork in order to deliver services as per the mandate of local government.

Councilors are politically elected in order to advance political wishes of the ruling party. The CDM councilors promote policies of the ruling party which is the African National Congress (ANC). Policies of the ruling party are based on the Constitution of the Republic of South Africa, 1996. In each and every ward, there is a municipal councilor who is also a chairperson of the ward committee and report to the municipal council. A councilor is a link and a representative of communities in the municipal council where decisions and by-laws are taken and approved. Councilors operate within a term of office of 5 years and thereafter a municipal election is called and councilors are democratically elected to serve yet another 5 year term in office. Currently, the ANC as a ruling party enjoys support from communities in the CDM and other political parties.

3.11.3 Local Municipalities

Capricorn District Municipality has currently five municipalities namely Polokwane, Lepelle-Nkumpi, Blouberg, Molemole and Aganang. All these municipalities have their own organisational structures that have administrative and political office bearers. Each and every municipality has an IDP office that promotes community development. The IDP is a tool of development that is used by all municipalities in South Africa. The CDM conducts IDP meetings with all local municipalities in order to promote the role of IDP in community development.

In the literature review of this research, Aganang municipality was discussed as the municipality which is undergoing de-establishment and all wards will be merged with

Polokwane, Blouberg and Molemole in terms of the reconfiguration process. After the municipal elections which will be held on the 3rd August 2016, Aganang will be de-established and CDM will remain with four municipalities. This process is already at an advanced stage and communities and their leaders have co-operated towards the de-establishment.

3.11.4. Media

The media has a tremendous impact to shape public opinions. The term media refers to all types of information dissemination either through newspaper, radio, television and any process that helps to inform the community. The media play an important role in disseminating information about the IDP. The media helps the community and municipalities to inform the people on what the municipality intends delivering and what the expatiations of the people in service delivery are. Although municipalities and communities meet to discuss matters of service delivery or IDP, it is the media that informs the people effectively and efficiently. In each and every municipality there is a communication office that translates municipal services to the media and simply the role of the IDP by continuously disseminating the information to the public.

3.11.5. Traditional Leaders

Traditional leaders are born leaders in that each and every village has a traditional leader which is born to rule a particular community. These leaders are naturally honored and respected to lead communities in their day to day activities. The role of traditional leaders is to act as head of the traditional authority and exercise limited powers and administrative powers. The following are some of the functions:

- Presiding over customary law courts and maintaining law and order.
- Consulting with traditional communities through meetings.
- Assisting members of the community in their dealings with government.
- Advising municipalities on traditional affairs and IDP roles as well as determining the needs of communities in a consultative manner with municipalities.
- Advise government on traditional affairs through the House and Council of Traditional Leaders.

- Conveying meetings to consult with communities regarding needs and priorities
- Protecting cultural values
- To be a spokesperson of their communities
- Being a symbol of unity in the community.
- Being the custodians and protectors of customs and community welfare
- Making recommendation on land allocation and the settling of land disputes
- Lobbying government on IDP developments

3.11.6. Academic Institutions

Academic institutions play an important role in the promotion of community development through the IDP. The CDM has the following academic institutions: Limpopo University, Tswane University of Technology, University of South Africa and other private academic institutions. Academic institutions help the CDM and the province as a whole to teach, research and promote the role of IDP in community development. Academic institutions are torch bearers for community development. According to the late former president Mr. Mandela, education is the only weapon that can eradicate poverty.

Government is trying to give bursaries to deserving students so that our municipalities can be managed by managers and councilors who are educated to can formulate and implement the IDP processes.

3.11.7. Business Community

Business community refers to the buying and selling of goods by members of the community. The role of community development is a partnership with the public and private sectors. When the public and private sectors are in partnership with the promotion of community development through the IDP, the living conditions of the people and the standard of living can be improved. The CDM is in the provincial city of Polokwane where there is an economic development through the public and the private sector, participation. Municipalities cannot have sufficient budget, but with the assistance of the private sector, development can be accelerated.

3.11.8. Non-Governmental Organisation (NGO) and Cultural Organisations

Non-governmental organisations are self-sponsored or donor sponsored organisations which monitor, support and give pressure to the local government to render IDP services in the most effective and efficient manner. NGO's are non-profit-making, non-membership intermediary organisations that are independent of the state and undertake a range of activities to realise development objectives. Their activities are public-policy research, policy dialogue support and facilitation, rights based and interest group advocacy, capacity building in information dissemination, training and support, facilitation of social service delivery and direct delivery.

These organisations usually work with poor communities, but they can also service municipalities in the facilitation of IDP (Venter, 2014:98).

3.11.9. Sector Departments

Sector departments refer to national departments, provincial departments and parastatal departments. Examples of a national sector department is the Department of Public works that may also operate at a provincial level, parastatal institutions includes Limpopo Economic development agency and others as partners in the promotion of community development through the IDP. As the IDP plans for community development, there are plans from the province and nation that integrate and co-ordinate with municipal IDP.

During the IDP meetings all stakeholders including sector departments must attend in order to contribute towards the IDP. The omission of sector departments in IDP meetings may result in serious challenge or problem that may be disastrous for community development in the short or long term development.

3.12 CONCLUSION

Research design and methodology is the framework of the research study that reflects how and what methods were used in investigating the research problem. The research problem is to determine the impact of the role of the IDP in community development. Various research design were studied and not all can be used in the designation of the problem. In this study, the research design focused on end product,

that is, what kind of study is being planned and what kind of results are aimed at or anticipated.

The research methods in this study are scientific because they have been recommended by reputable authors. The two research designs and research methodology are like one pair of a scissor. There is a scissor because two parts have been joined to make a scissor. Significantly, there cannot be a research study that can be conducted without a research design or research methodology because the absence of these two research processes render the whole research null and void. Research design and research methodology make the research process to be scientific and give evidence that the results thereof will improve service delivery and community and municipality inter-phase.

CHAPTER 4

DATA ANALYSIS, INTERPRETATION OF RESULTS AND RESEARCH FINDINGS

4.1 INTRODUCTION

Barnhart, 1996: 527 in his world book dictionary defines the concept data as facts, information and opinions about the subject matter. In this study, data may be referred to the opinions of the people about the integrated development plan (IDP). The researcher has in his area of study, used a Likert Scale questionnaire to collect data on various research questions. The questionnaire used to gather data is attached as an annexure and all data was collected as reflected in the questionnaire. An example of data can be 'five officials' in the Capricorn District who agree that the CDM is committed to the formulation and implementation of the IDP process.

When data has been collected, such data must be analysed to give meaning to the collected data. Barnhart, 1996:74, explains the concept analysis as the separation of anything into its parts or elements to find out what it is made of. An example of analysis may be the diagnosis and treatment of mental disorder, psychoanalysis. In this study, if for instance ten people out of fifteen agree that IDP accelerates service delivery, it will mean that IDP is generally accepted as a tool of service delivery in community development.

The concept 'interpretation', is defined by Barnhart, 1996:1103 as the act of interpreting or explaining a certain behaviour or process of bringing out the meaning of particular work. In this study of the role of the IDP in community development, the interpretation of for instance ten men who agree that IDP accelerates service delivery could be interpreted to mean that such women or men may not know the role of IDP because they are unemployed or they did not attend IDP meetings because of households responsibilities, meaning that they were too busy in their homes such that time did not allow to go and participate in IDP meetings. There may be different interpretations on the responses of participants of the research process.

Barnhart, 1996:1781 further defines the concept results as that which happens because of something; what is caused, outcome, follow as a consequence. In this study, the results of the role of the IDP in community development are the delivery of services such as water, roads, houses and the improvement of the standard of living

of communities. The results of IDP in community development may be seen by the fact that there is water connection in the houses. People are drinking purified water as a result of that they have good health. The IDP has accelerated road construction in most villages and townships and as a result of the roads, transport is accessible to the homes of the people. The results of the IDP in the CDM encourage people to have a positive municipal and community interphase that promote community development.

4.2 STATISTICAL TECHNIQUES OF DATA ANALYSIS

According to Wel, et.al, 2005: 227, when data has been collected from a sample size, statistical techniques must be used in order to make sense and analyse the data. In this study, the sample size is 75 ranging from Capricorn District employees, traditional authority and other members of the public. Data collected was analysed through the use of statistical social science software package. All variables were identified in order to analyse statistically and decide on the different values like the variable level. When all data have been captured and coded, the following processes were done:

4.2.1 Count

By counting is referred the number of participants or employees that strongly agree or strongly disagree on the questionnaire item concerning the role of IDP in community development so that decisions can be made on the future plans in order to accelerate service delivery.

4.2.2 Describe

This refers to the explanation of the item to be considered. An example can be given of a budget. A budget must show a budgeted figure for a particular project. If a budget for water supply is ten million rand, the amount must be described to show how ten million rand will be used in the supply of water. In this case, five million rand can be used to build a dam, three million rand will be used to buy underground water pipes that will be used to supply water and two million rand will be used to buy connection materials to all the homes in a village. When all figures have been allocated to their specific budget items, a decision can be made that a budget of water supply has been determined to supply water.

4.2.3 Comparison

In this study, comparison was made of all participants who responded by completing the questionnaire. For instances, the responses of traditional leaders, managers and the general members of the public cannot be the same because of the different roles they play in the formulation and implantation of the IDP in order to deliver services. The level of education and the income category of participants have an influence in the decision making of the respondents.

4.2.4 Categories

This refers to different social status, age, economic status and other variables as reflected on the responses given by research participants.

4.3 LEVELS OF MEASUREMENT

Data collected must be measured through the use of some of the following measuring. Measurement refers to the assignment of numbers in terms of fixed rules in order to reflect differences in some or other characteristics or attributes. Measuring is distinguishable on the basis of the following characteristic: distinguishability, order of rank, equal intervals and absolute size from the above characteristics, levels of measurement can be identified as follows:

4.3.1 NOMINAL MEASUREMENT

In this type of measurement, the numbers assigned to individuals serve to distinguish them according to their attributes. Information conveyed in this type of measurement is that those assigned with the same number and those with different number fall into different categories of the variable.

4.3.2 ORDINAL MEASUREMENT

In the ordinal measurement, numbers assigned differences and rank order measurement of ordinal (ordered) scale have the same amount of information as in the nominal scale since data can be classified according to equality and differences.

4.3.3 INTERVAL MEASUREMENT

An interval scale has all the common characteristics of both nominal and ordinal scales. More information is provided regarding the degree of differences between individual data within a set or group. Most measuring instruments in the human behavioural sciences yield measurements at the nominal and ordinal levels.

4.3.4 RATIO MEASUREMENT

Ratio scales represent the highest number of precision and absolute zero point. Ratios assigned can be interpreted meaningfully. Ratio measurement has an advantage in that any statically analysis can be used on data collected.

In this study, a ratio will be used based on the sample size of the research.

4.4 VALIDITY OF RESEARCH FINDINGS

Wel, et.al, 2005:142 refer to validity as the extent to which the research findings accurately represent what is really happening in a real situation. In the context of this explanation, and considering the sample size of 75 out of 544 which represent 13% of CDM participants in the research. The validity of this research is reputable to can inform participants of the IDP on community development and service delivery.

4.5 BIOGRAPHICAL DATA OF RESPONDENTS (SECTION A)

Section A on the data analysis results is about the gender, age, marital status and the highest level of education passed. In this study, all different age groups of the people were given questionnaire to complete. Respondents of different educational level and age completed questionnaire. In terms of the biographical data, there was no bias and therefore the results of the survey are representative and fair.

4.6 FORMULATION AND IMPLEMENTATION OF THE IDP (SECTION B)

Data collected in this study in terms of Section B of the data analysis results reveal that people are satisfied about the information and implementation of IDP. In terms of the sample, only 2 people are dissatisfied. This finding give an interpretation that the

CDM is conducting the IDP process with the community in particular with the formulation and implementation of the IDP.

4.7 MUNICIPAL AND COMMUNITY COMMITMENT TO IDP (SECTION C)

Data analysis results reveal that people are committed to the IDP process and indication that the community and CDM are committed and working together to realise the objectives of the IDP.

4.8 SOURCES OF MUNICIPAL AND COMMUNITY NEEDS (SECTION D)

In terms of data analysis results, Section D, community needs are sourced from CDM communities. This is a good indication which shows that the municipality is not imposing needs to the people. The people themselves are sourcing out their needs and inform the municipality through the municipal council. In this instance, public participation is at an acceptable level.

4.9 THE IDP IS THE TOOL FOR COMMUNITY DEVELOPMENT. (SECTION E)

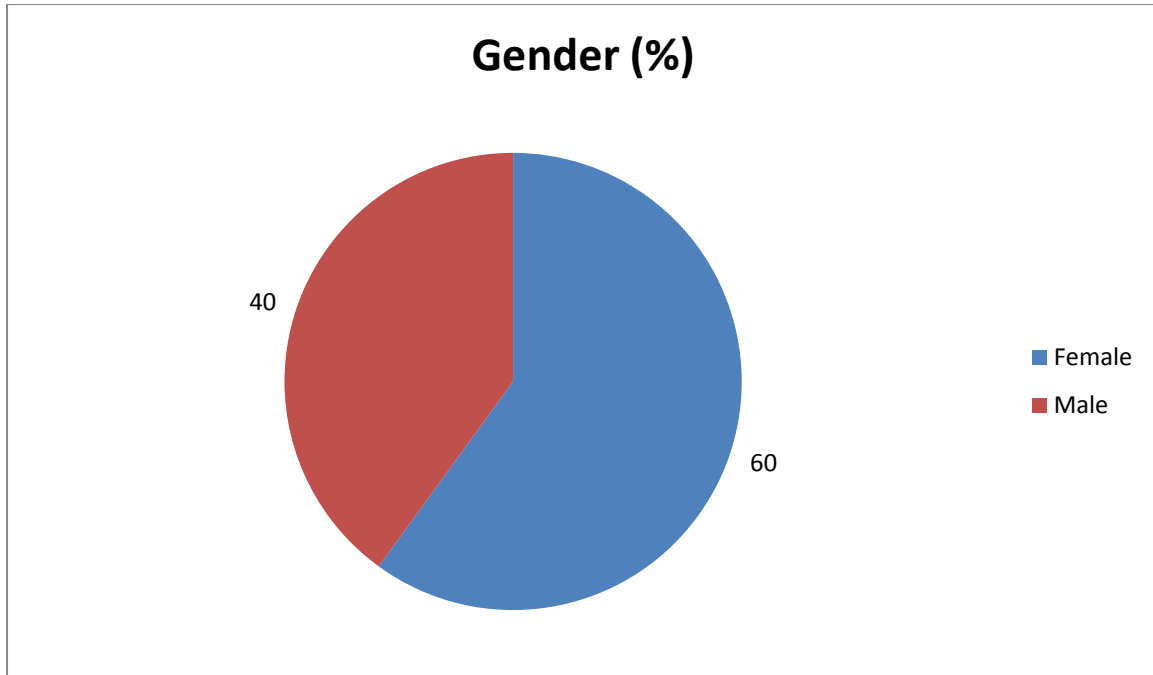
Communities in the CDM agree that the IDP is a favourable tool of community development and hence the community participation is also good because the IDP is accepted by community.

4.10 DATA ANALYSIS AND RESULTS

The data analysis and results of the research are as follows:

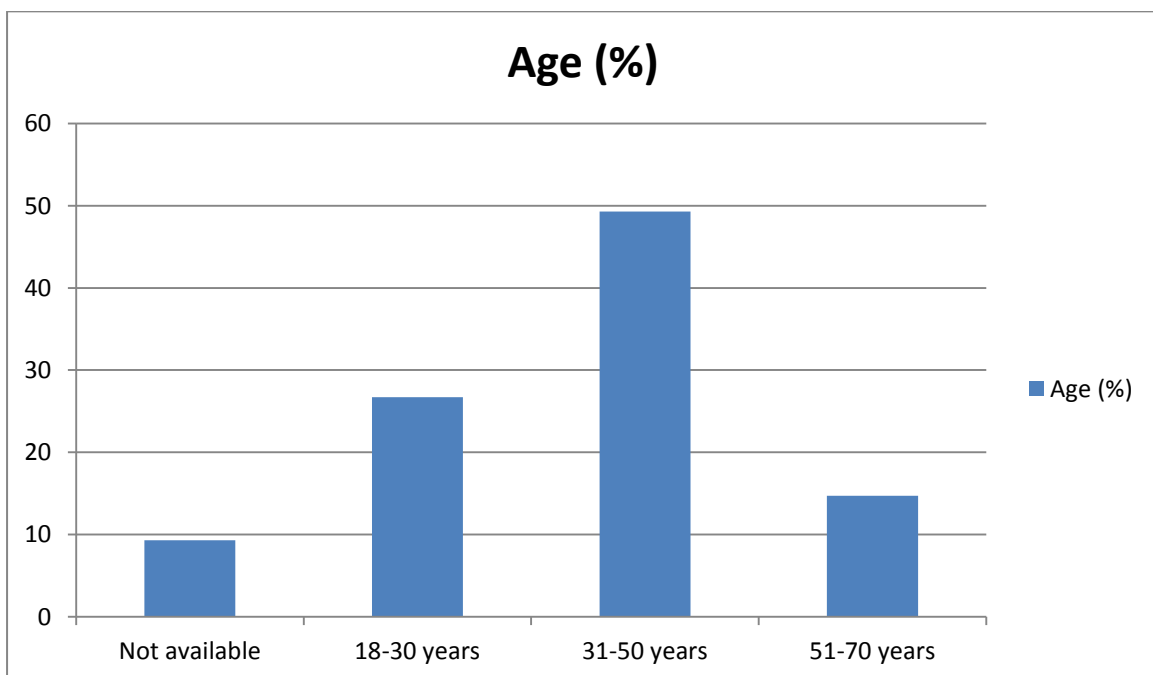
SECTION A: Biographical Data Frequency Table

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	45	60.0	60.0	60.0
	Male	30	40.0	40.0	100.0
	Total	75	100.0	100.0	



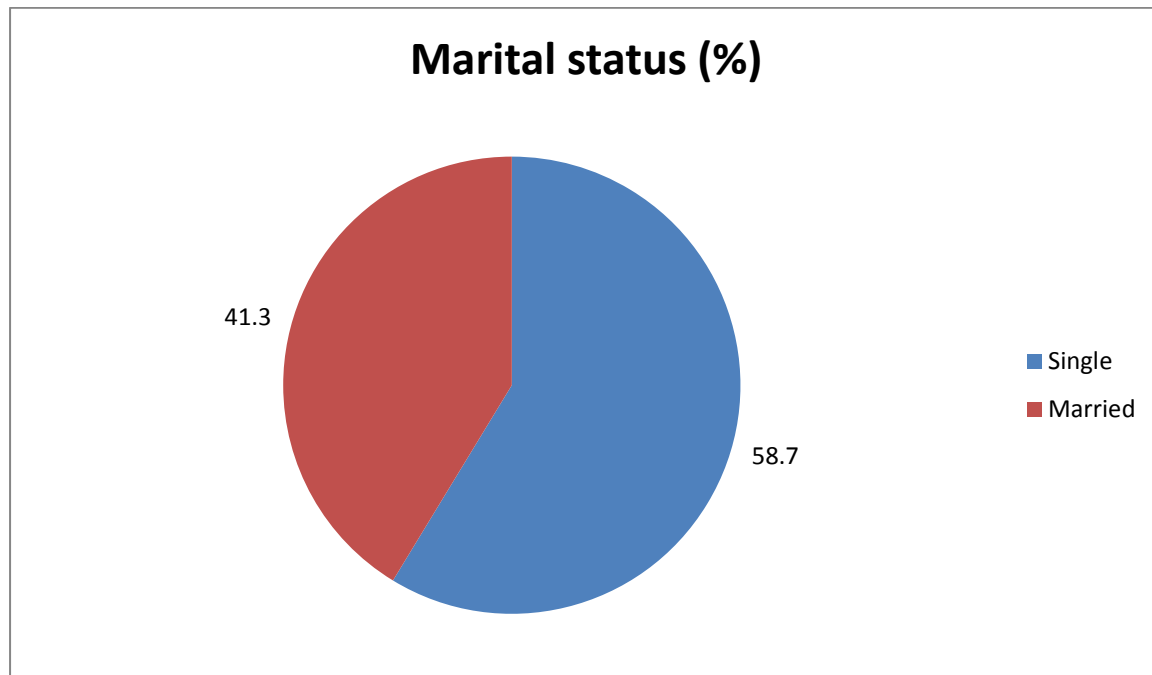
Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid NA	7	9.3	9.3	9.3
18-30 years	20	26.7	26.7	36.0
31-50 years	37	49.3	49.3	85.3
51-70 years	11	14.7	14.7	100.0
Total	75	100.0	100.0	



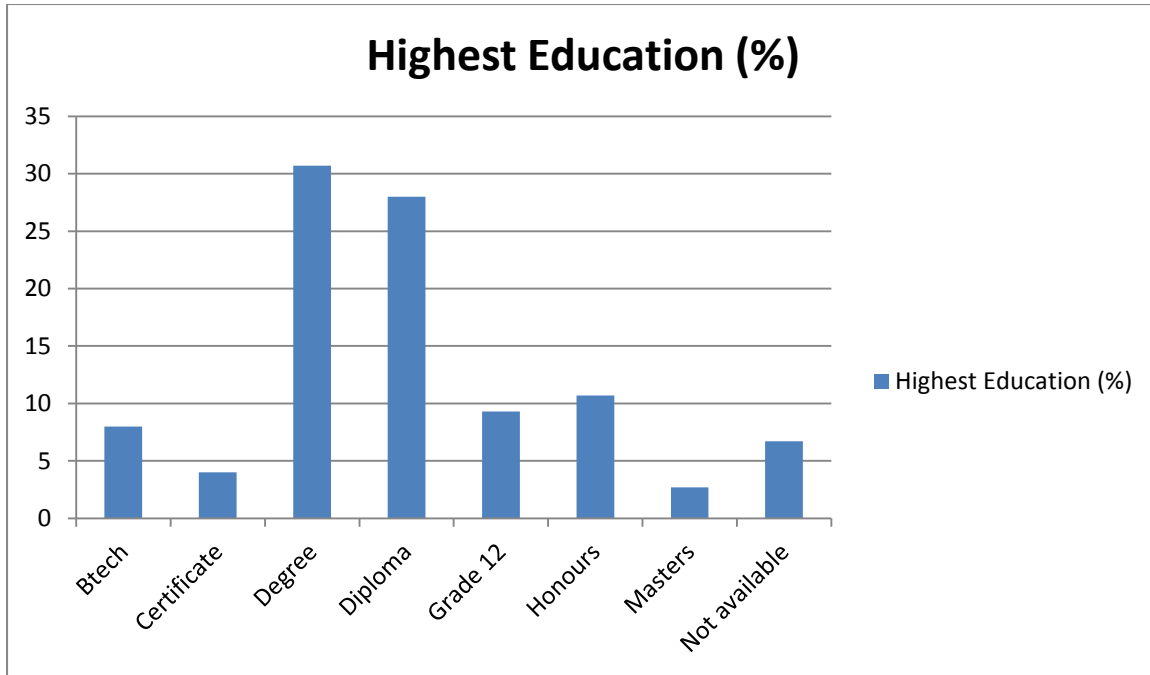
Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	44	58.7	58.7	58.7
	Married	31	41.3	41.3	100.0
	Total	75	100.0	100.0	



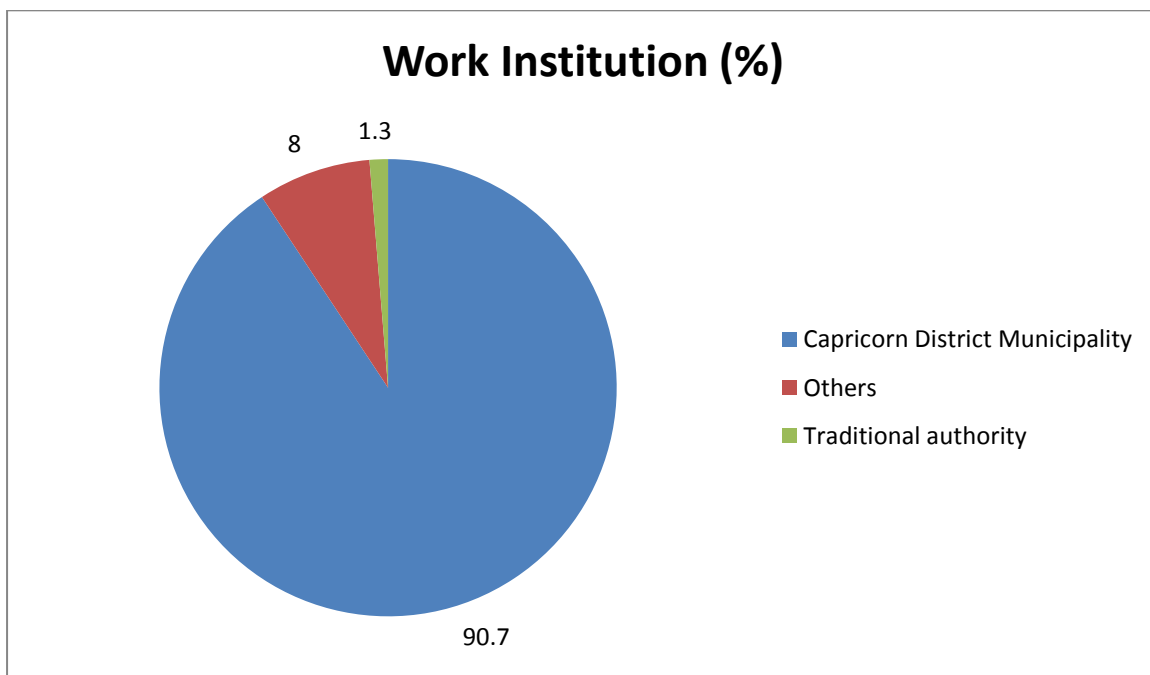
Highest Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BTech	6	8.0	8.0	8.0
	Certificate	3	4.0	4.0	12.0
	Degree	23	30.7	30.7	42.7
	Diploma	21	28.0	28.0	70.7
	Grade 12	7	9.3	9.3	80.0
	Honours	8	10.7	10.7	90.7
	Masters	2	2.7	2.7	93.3
	NA	5	6.7	6.7	100.0
	Total	75	100.0	100.0	



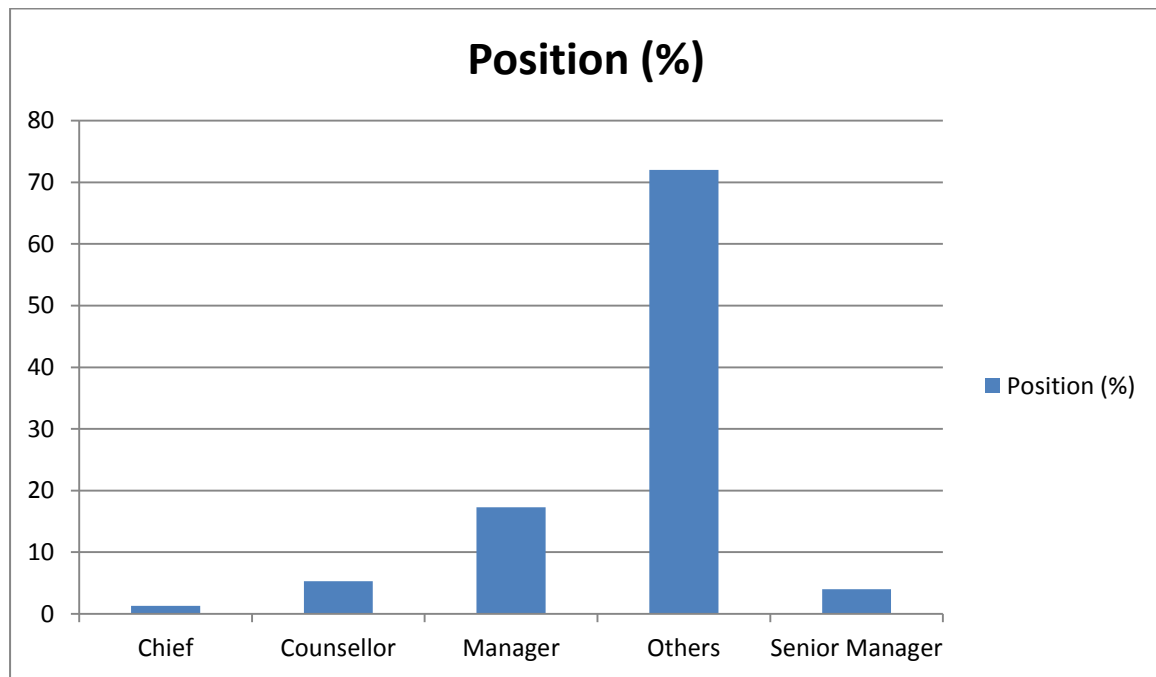
Work Institution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Capricorn District Municipality	68	90.7	90.7	90.7
	Others	6	8.0	8.0	98.7
	Traditional Authority	1	1.3	1.3	100.0
	Total	75	100.0	100.0	



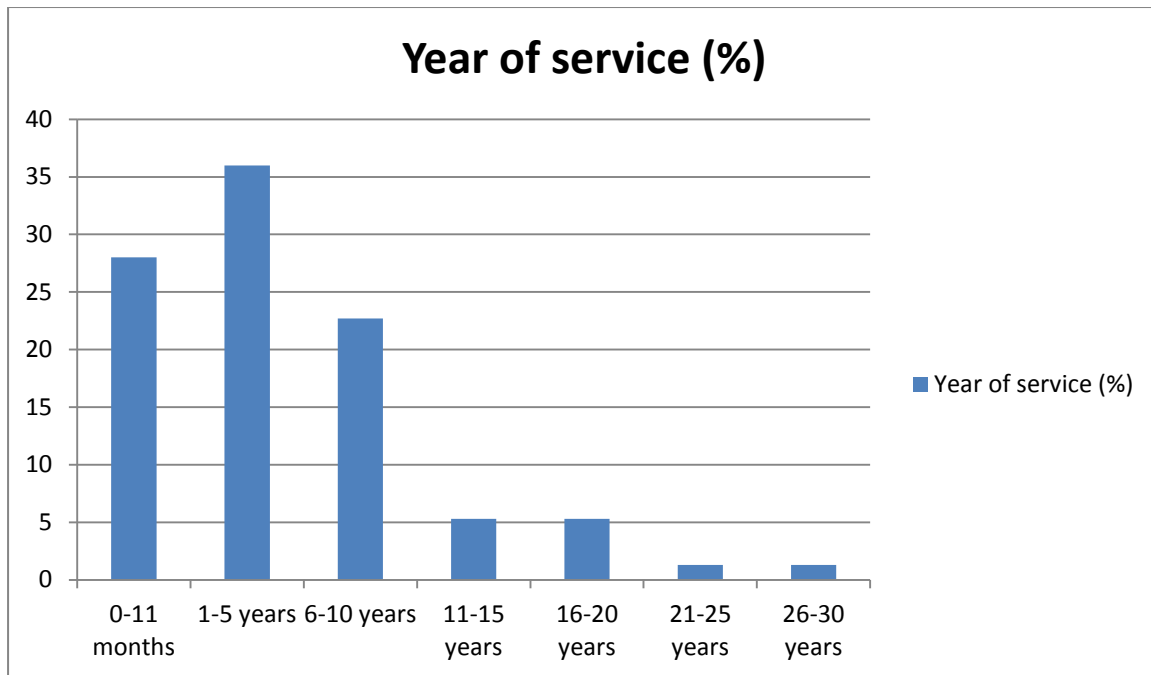
Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chief	1	1.3	1.3	1.3
	Counselor	4	5.3	5.3	6.7
	Manager	13	17.3	17.3	24.0
	Others	54	72.0	72.0	96.0
	Senior Manager	3	4.0	4.0	100.0
	Total	75	100.0	100.0	



Year of service

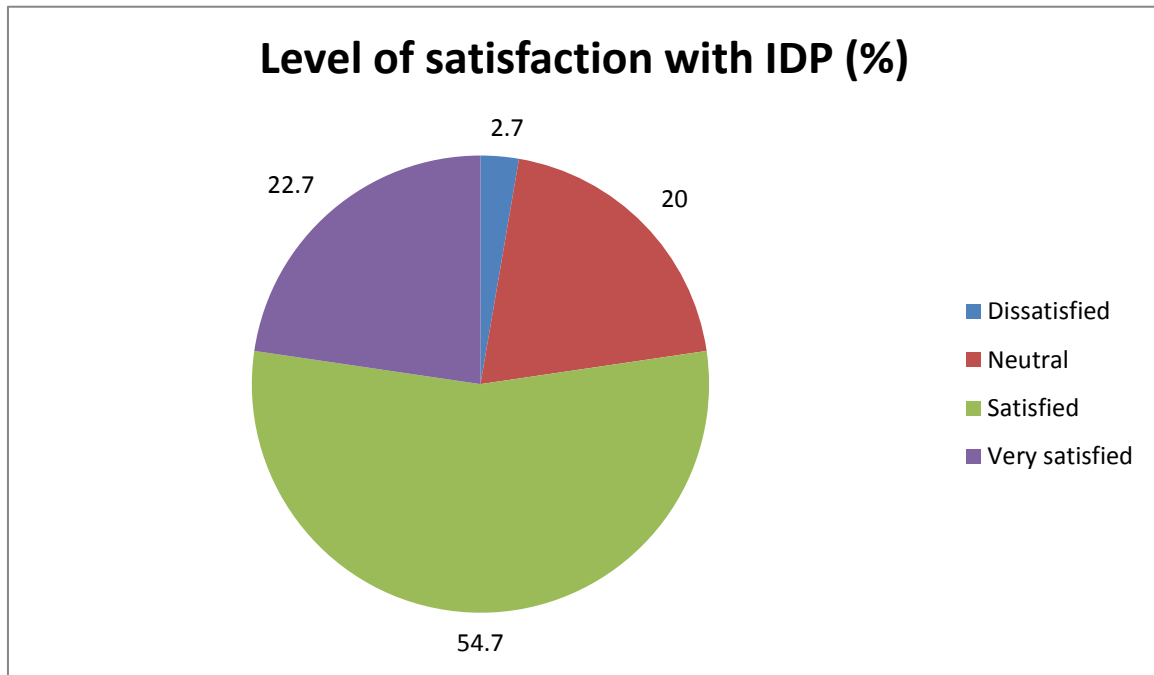
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-11 months	21	28.0	28.0	28.0
	1-5 years	27	36.0	36.0	64.0
	6-10 years	17	22.7	22.7	86.7
	11-15 years	4	5.3	5.3	92.0
	16-20 years	4	5.3	5.3	97.3
	21-25 years	1	1.3	1.3	98.7
	26-30 years	1	1.3	1.3	100.0
	Total	75	100.0	100.0	



SECTION B: The Formulation and Implementation of the Integrated Development Plan (IDP)

Level of satisfaction with IDP

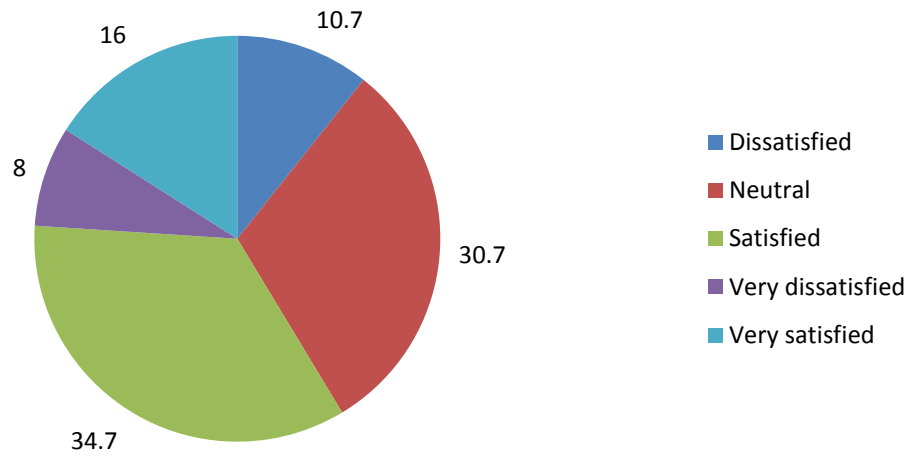
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	2	2.7	2.7	2.7
	Neutral	15	20.0	20.0	22.7
	Satisfied	41	54.7	54.7	77.3
	Very satisfied	17	22.7	22.7	100.0
Total		75	100.0	100.0	



Level of satisfaction with Leaders participation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	8	10.7	10.7	10.7
	Neutral	23	30.7	30.7	41.3
	Satisfied	26	34.7	34.7	76.0
	Very dissatisfied	6	8.0	8.0	84.0
	Very satisfied	12	16.0	16.0	100.0
Total		75	100.0	100.0	

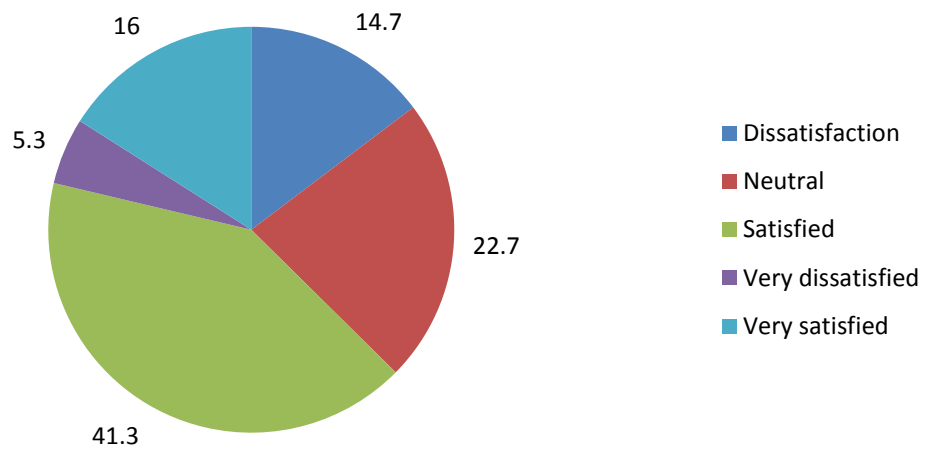
Level of satisfaction with Leaders participation (%)



Level of satisfaction with community participation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	11	14.7	14.7	14.7
Neutral	17	22.7	22.7	37.3
Satisfied	31	41.3	41.3	78.7
Very dissatisfied	4	5.3	5.3	84.0
Very satisfied	12	16.0	16.0	100.0
Total	75	100.0	100.0	

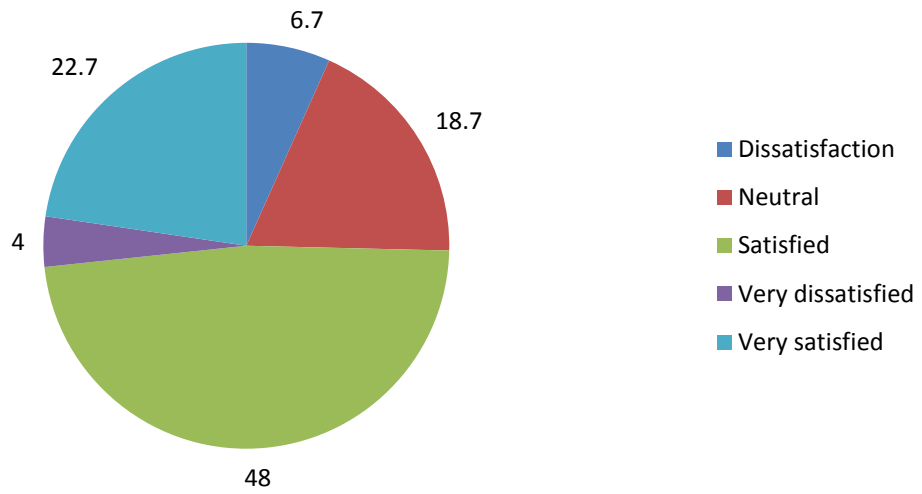
Level of satisfaction with community participation (%)



Level of satisfaction with Traditional leaders participation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	5	6.7	6.7	6.7
Neutral	14	18.7	18.7	25.3
Satisfied	36	48.0	48.0	73.3
Very dissatisfied	3	4.0	4.0	77.3
Very satisfied	17	22.7	22.7	100.0
Total	75	100.0	100.0	

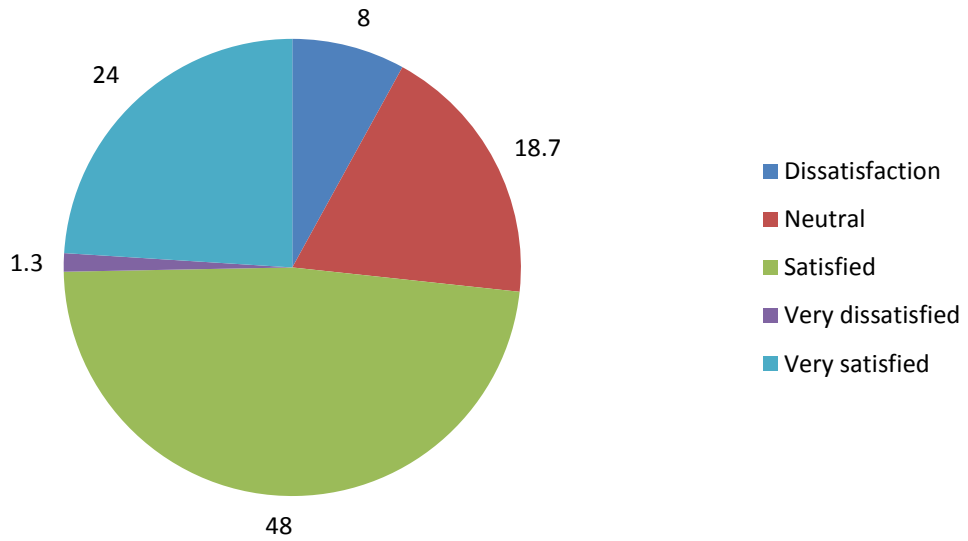
Level of satisfaction with Traditional leaders participation (%)



Level of satisfaction with IDP processes

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	6	8.0	8.0	8.0
Neutral	14	18.7	18.7	26.7
Satisfied	36	48.0	48.0	74.7
Very dissatisfied	1	1.3	1.3	76.0
Very satisfied	18	24.0	24.0	100.0
Total	75	100.0	100.0	

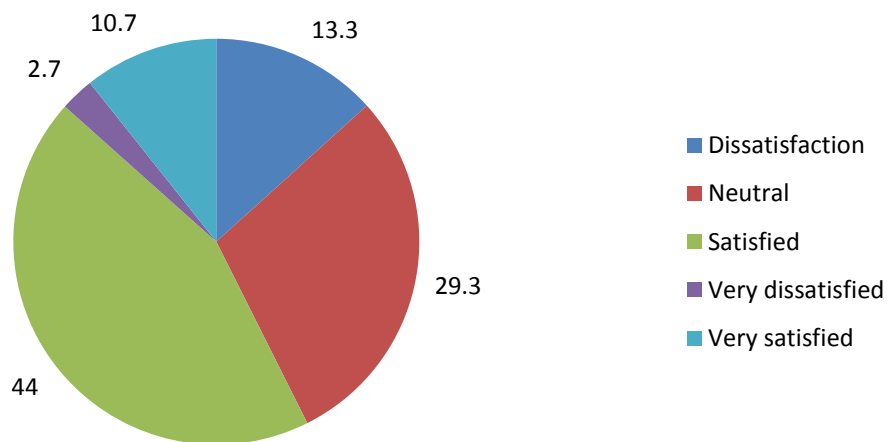
Level of satisfaction with IDP processes (%)



Level of satisfaction with budget allocation

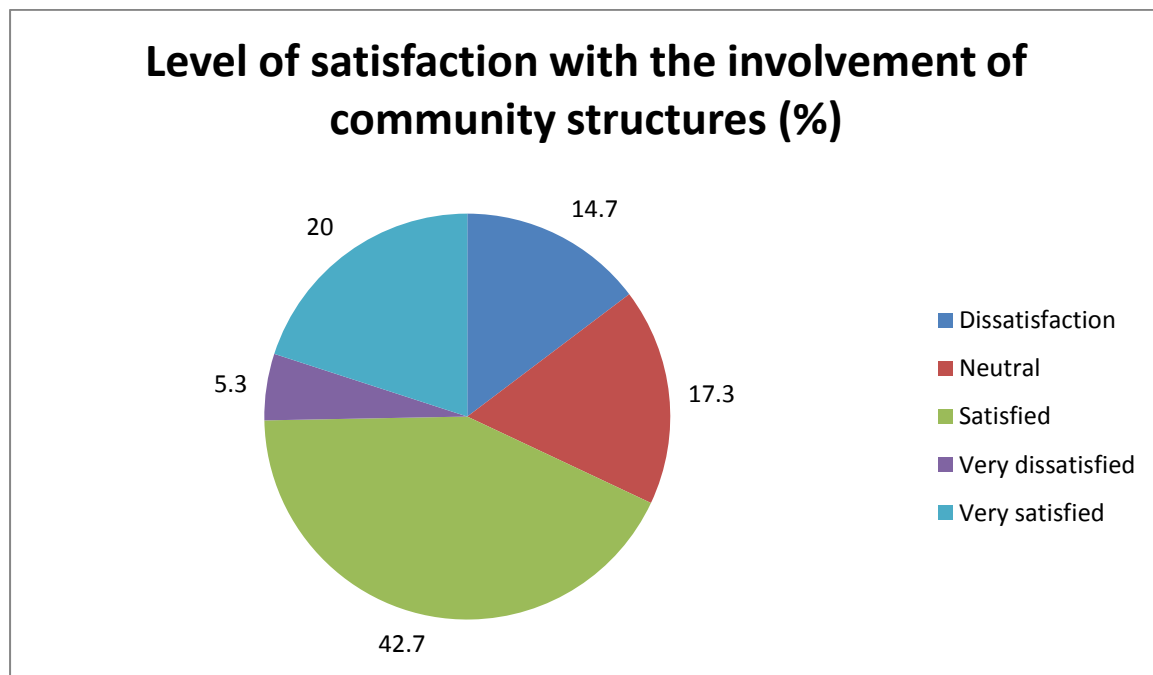
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	10	13.3	13.3	13.3
Neutral	22	29.3	29.3	42.7
Satisfied	33	44.0	44.0	86.7
Very dissatisfied	2	2.7	2.7	89.3
Very satisfied	8	10.7	10.7	100.0
Total	75	100.0	100.0	

Level of satisfaction with Budget allocation (%)



Level of satisfaction with the involvement of community structures

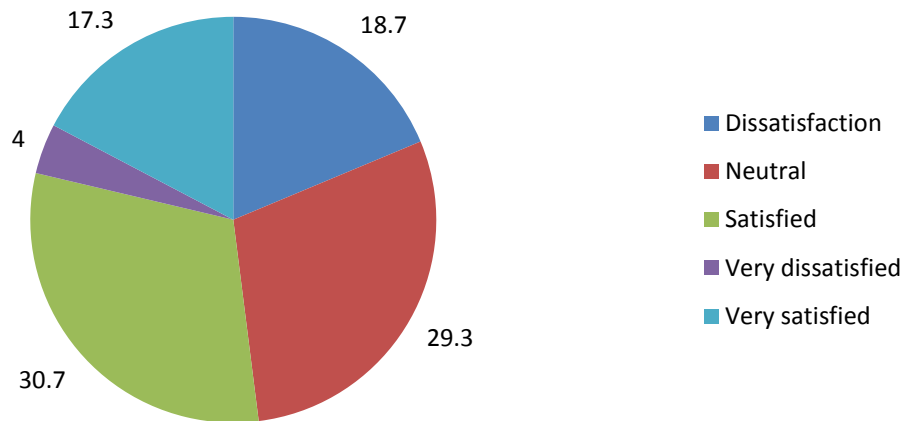
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	11	14.7	14.7	14.7
	Neutral	13	17.3	17.3	32.0
	Satisfied	32	42.7	42.7	74.7
	Very dissatisfied	4	5.3	5.3	80.0
	Very satisfied	15	20.0	20.0	100.0
	Total	75	100.0	100.0	



Level of satisfaction with the frequent community meetings

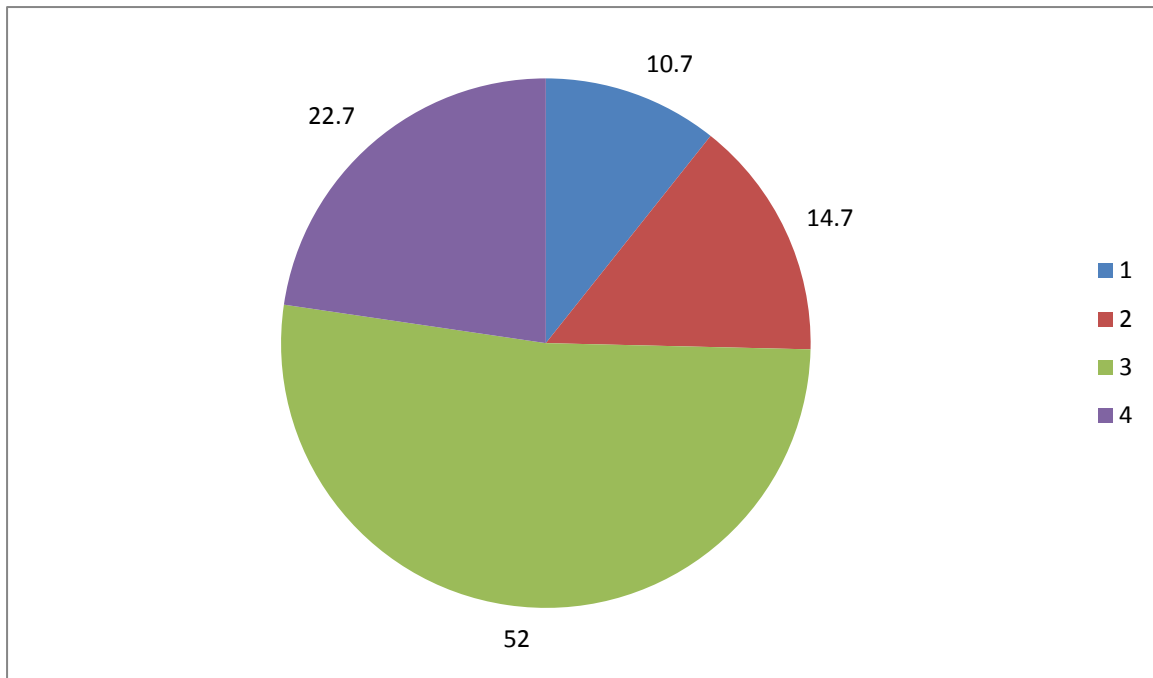
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	14	18.7	18.7	18.7
	Neutral	22	29.3	29.3	48.0
	Satisfied	23	30.7	30.7	78.7
	Very dissatisfied	3	4.0	4.0	82.7
	Very satisfied	13	17.3	17.3	100.0
	Total	75	100.0	100.0	

Level of satisfaction with the frequent community meetings (%)



Level of satisfaction with the IDP formulation

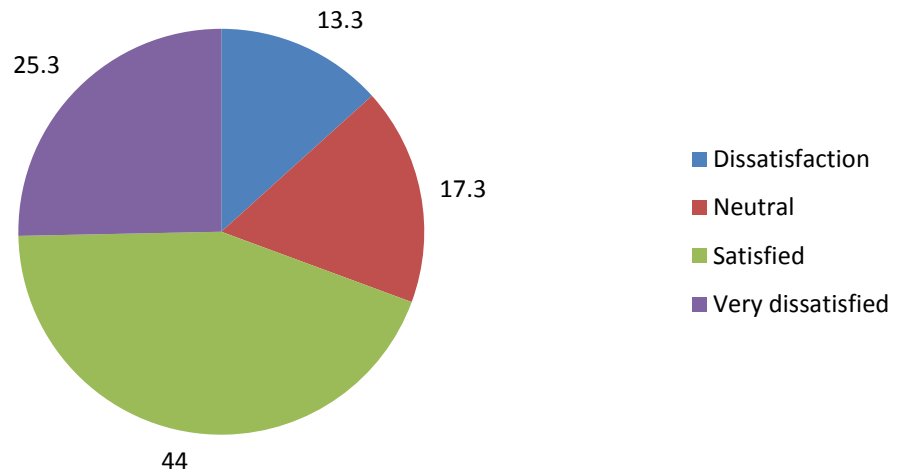
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	8	10.7	10.7	10.7
Neutral	11	14.7	14.7	25.3
Satisfied	39	52.0	52.0	77.3
Very satisfied	17	22.7	22.7	100.0
Total	75	100.0	100.0	



Level of satisfaction with the way IDP is implemented

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Dissatisfied	10	13.3	13.3	13.3
Neutral	13	17.3	17.3	30.7
Satisfied	33	44.0	44.0	74.7
Very satisfied	19	25.3	25.3	100.0
Total	75	100.0	100.0	

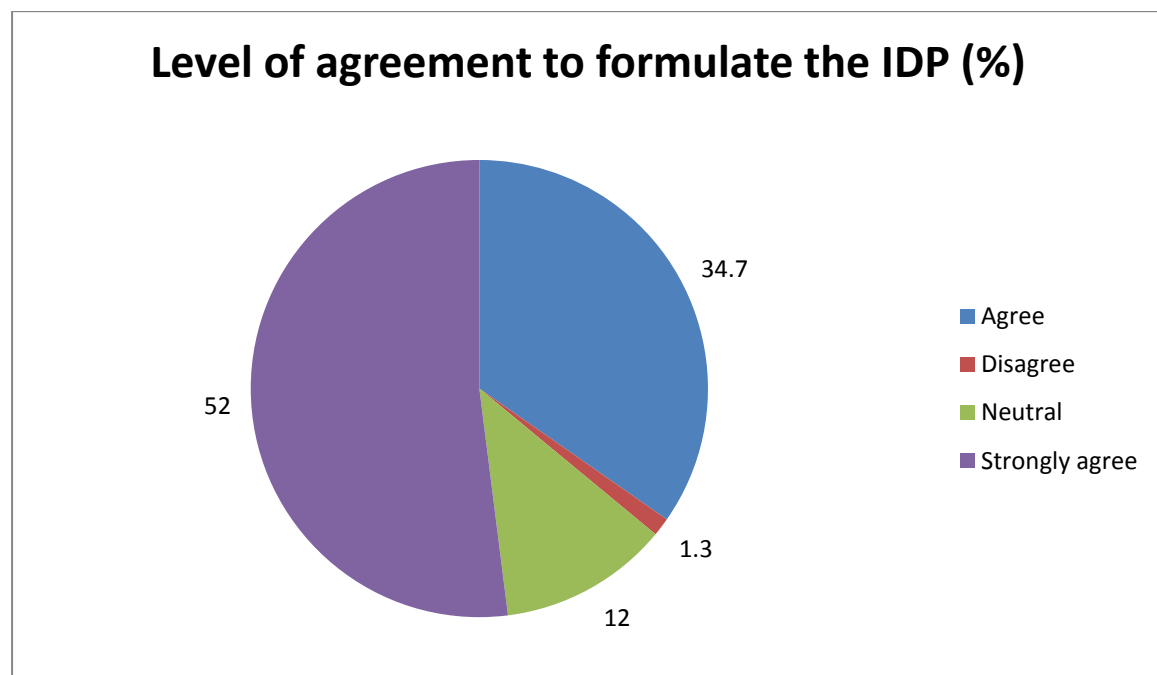
Level of satisfaction with the way IDP is implemented (%)



SECTION C: Municipal and Community Commitment to IDP

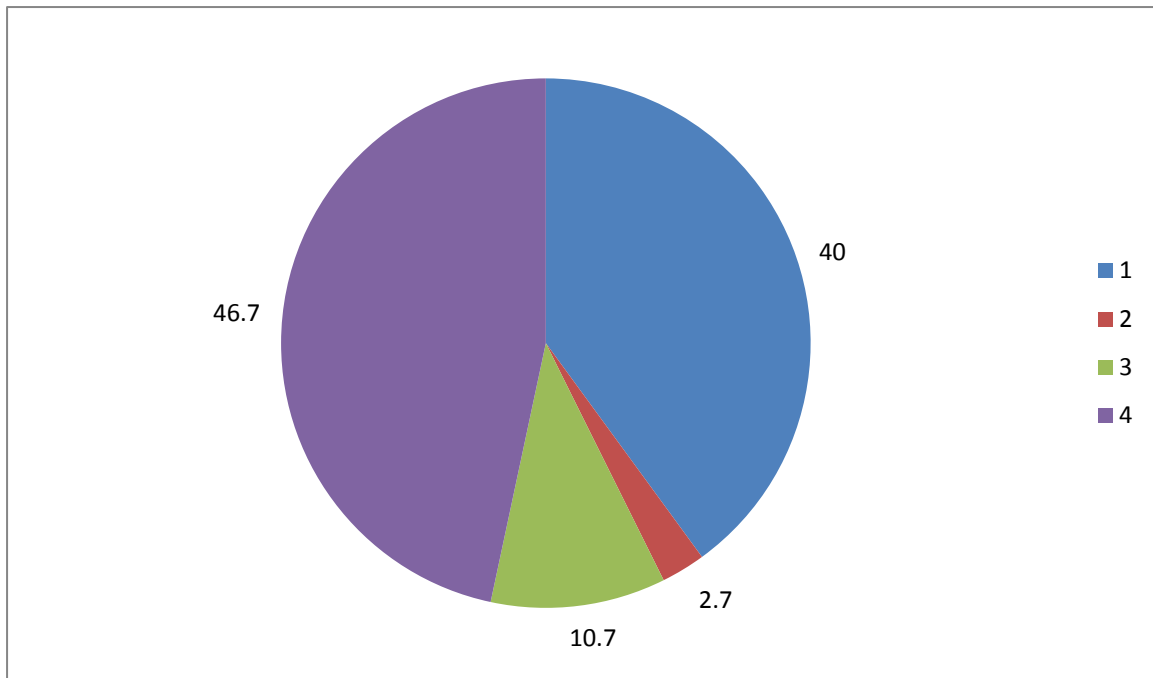
Level of agreement to formulate the IDP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	26	34.7	34.7	34.7
	Disagree	1	1.3	1.3	36.0
	Neutral	9	12.0	12.0	48.0
	Strongly agree	39	52.0	52.0	100.0
	Total	75	100.0	100.0	



Level of agreement to the implementation of the IDP

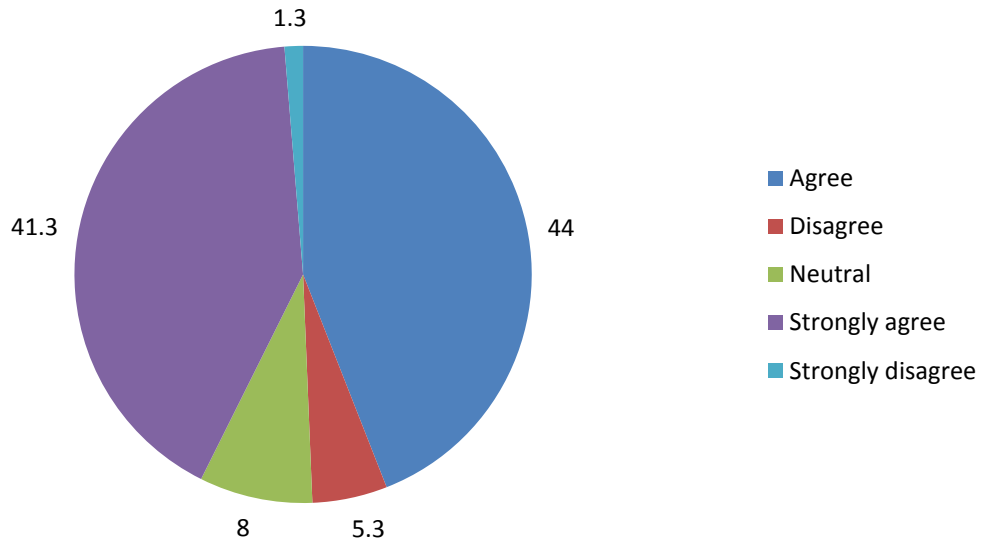
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	30	40.0	40.0	40.0
	Disagree	2	2.7	2.7	42.7
	Neutral	8	10.7	10.7	53.3
	Strongly agree	35	46.7	46.7	100.0
	Total	75	100.0	100.0	



Level of Agreement to Budget for IDP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	33	44.0	44.0	44.0
	Disagree	4	5.3	5.3	49.3
	Neutral	6	8.0	8.0	57.3
	Strongly agree	31	41.3	41.3	98.7
	Strongly disagree	1	1.3	1.3	100.0
Total		75	100.0	100.0	

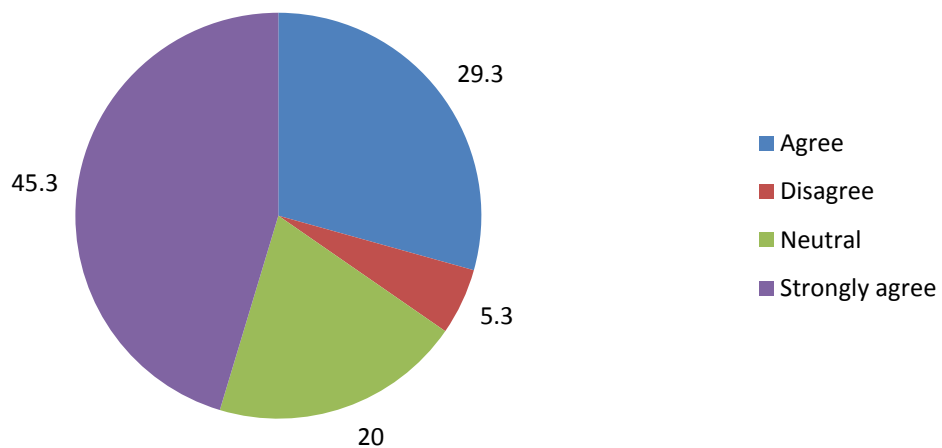
Level of agreement to Budget for IDP



Level of agreement to Qualified IDP Managers in all Municipalities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	22	29.3	29.3	29.3
Disagree	4	5.3	5.3	34.7
Neutral	15	20.0	20.0	54.7
Strongly agree	34	45.3	45.3	100.0
Total	75	100.0	100.0	

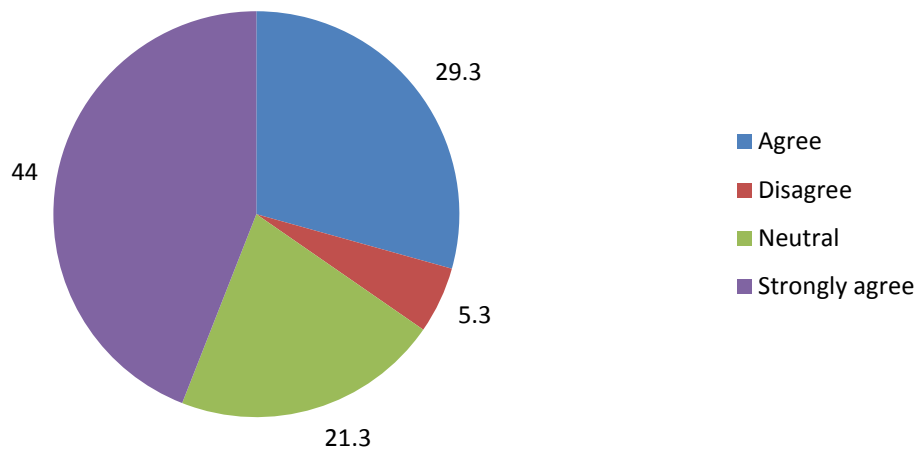
Level of agreement to qualified IDP Managers in all Municipalities (%)



Level of agreement to Managers commitment to IDP program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	22	29.3	29.3	29.3
	Disagree	4	5.3	5.3	34.7
	Neutral	16	21.3	21.3	56.0
	Strongly agree	33	44.0	44.0	100.0
	Total	75	100.0	100.0	

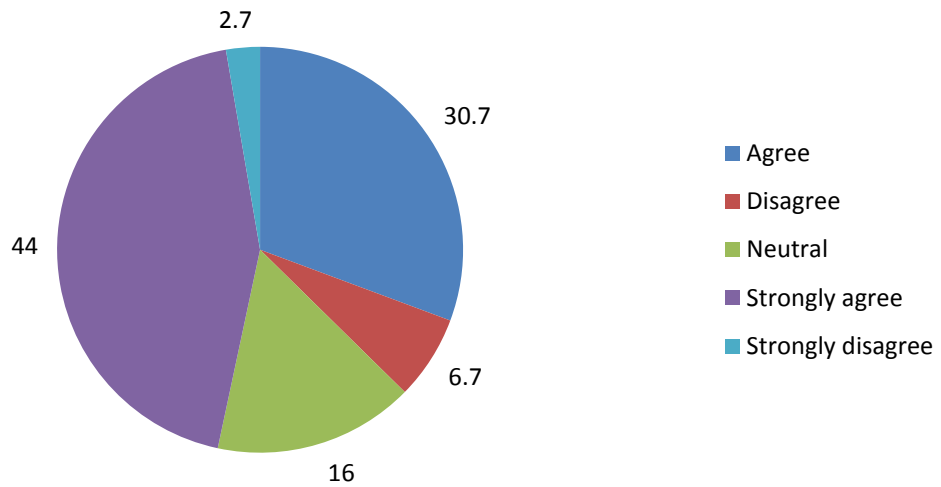
Level of agreement to Managers commitment t IDP program (%)



Level of agreement Counsellors commitment to IDP Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	23	30.7	30.7	30.7
	Disagree	5	6.7	6.7	37.3
	Neutral	12	16.0	16.0	53.3
	Strongly agree	33	44.0	44.0	97.3
	Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

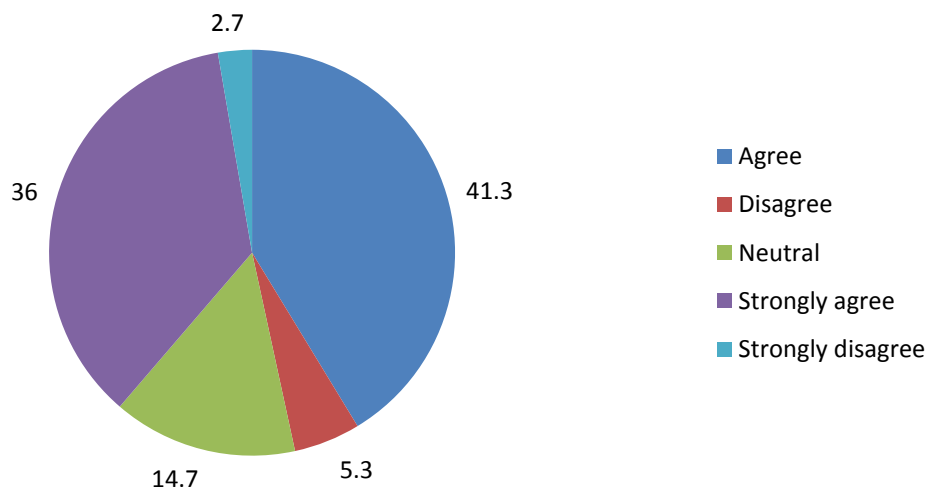
Level of agreement to Counsellors commitment to IDP program (%)



Level of Agreement to Staff believe in IDP as a development tool

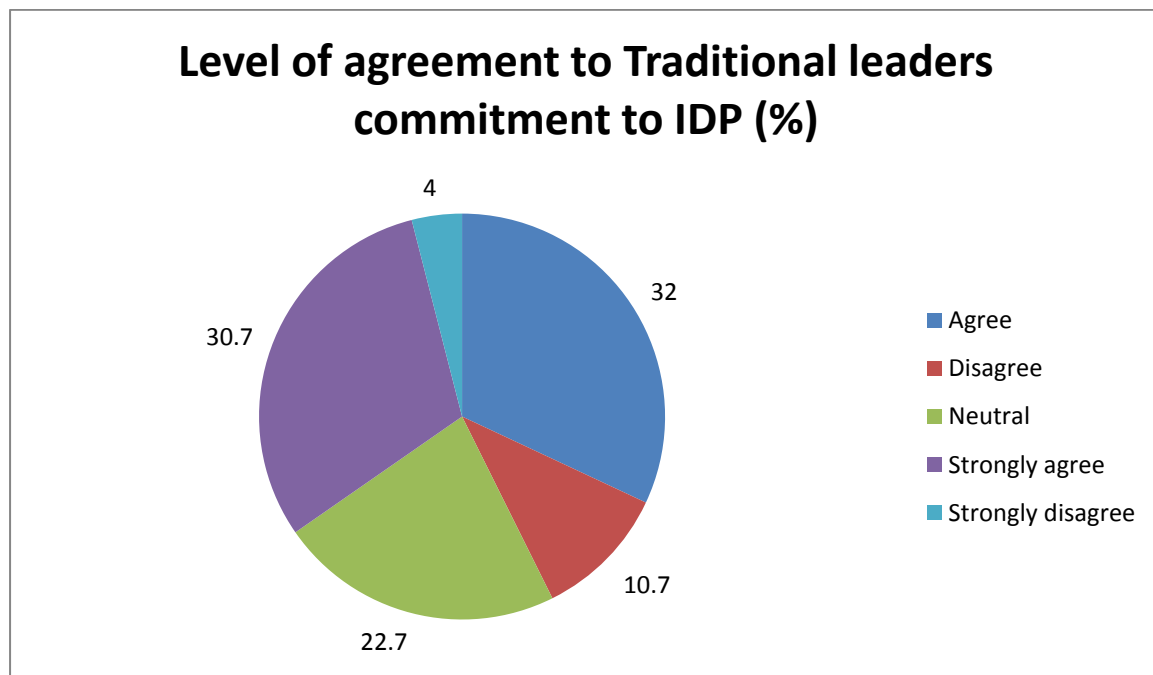
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	31	41.3	41.3	41.3
Valid Disagree	4	5.3	5.3	46.7
Valid Neutral	11	14.7	14.7	61.3
Valid Strongly agree	27	36.0	36.0	97.3
Valid Strongly disagree	2	2.7	2.7	100.0
Total	75	100.0	100.0	

Level of agreement to staff believe in IDP as a development tool (%)



Level of agreement to Traditional Leaders Commitment to IDP

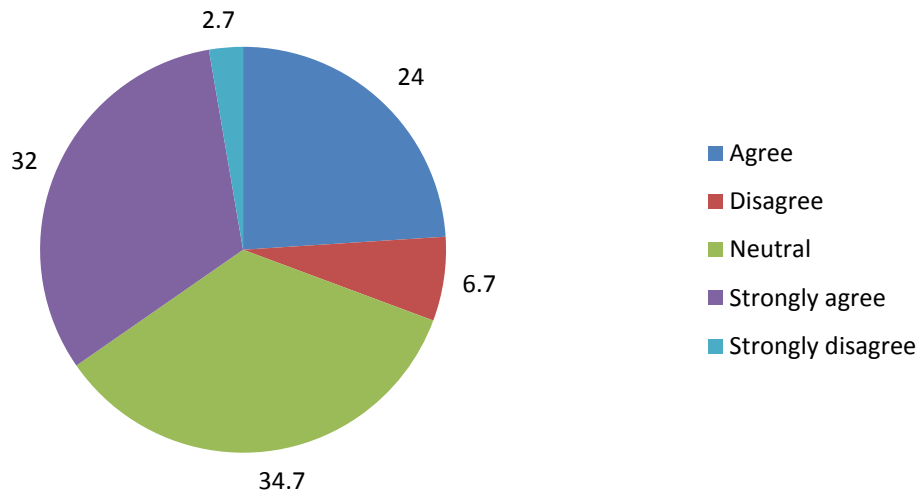
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	32.0	32.0	32.0
	Disagree	8	10.7	10.7	42.7
	Neutral	17	22.7	22.7	65.3
	Strongly agree	23	30.7	30.7	96.0
	Strongly disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	



Level of agreement to Community members Commitment to IDP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	18	24.0	24.0	24.0
	Disagree	5	6.7	6.7	30.7
	Neutral	26	34.7	34.7	65.3
	Strongly agree	24	32.0	32.0	97.3
	Strongly disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	

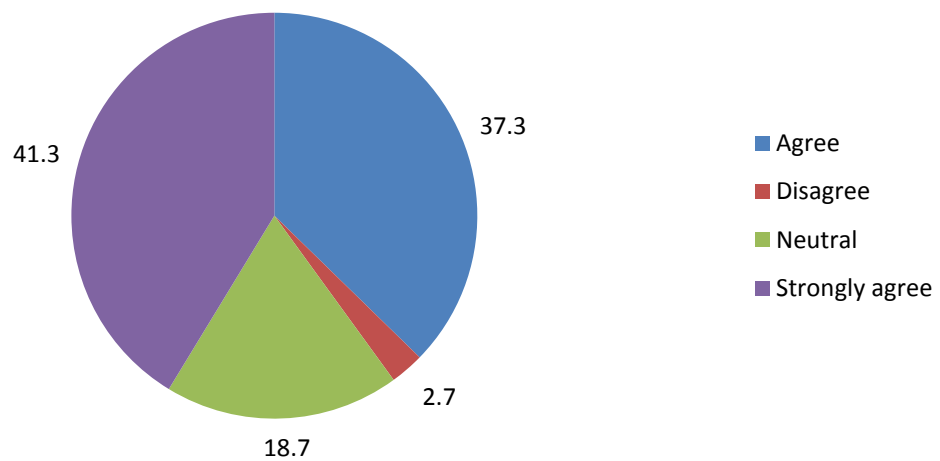
Level of agreement to community members commitment to IDP (%)



Level of agreement to IDP Program has a Budget

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	28	37.3	37.3	37.3
Disagree	2	2.7	2.7	40.0
Neutral	14	18.7	18.7	58.7
Strongly agree	31	41.3	41.3	100.0
Total	75	100.0	100.0	

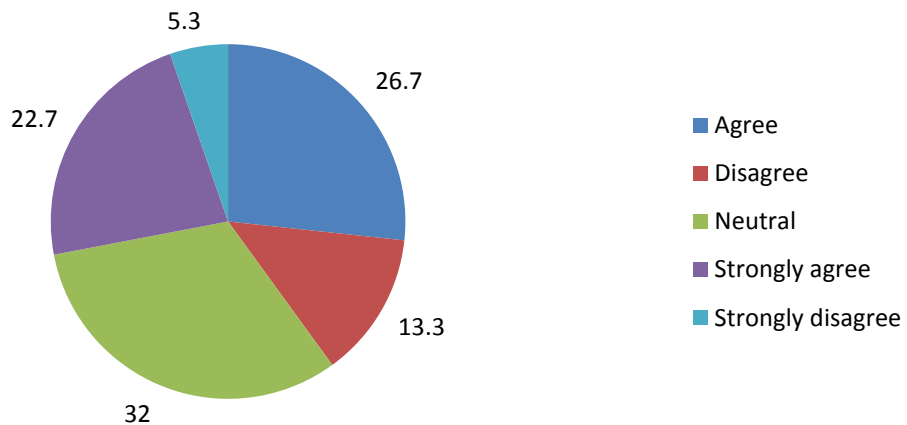
Level of agreement to IDP Program has a Budget (%)



Level of agreement to the Community Understanding of Role of IDP in Community Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	20	26.7	26.7	26.7
	Disagree	10	13.3	13.3	40.0
	Neutral	24	32.0	32.0	72.0
	Strongly agree	17	22.7	22.7	94.7
	Strongly disagree	4	5.3	5.3	100.0
Total		75	100.0	100.0	

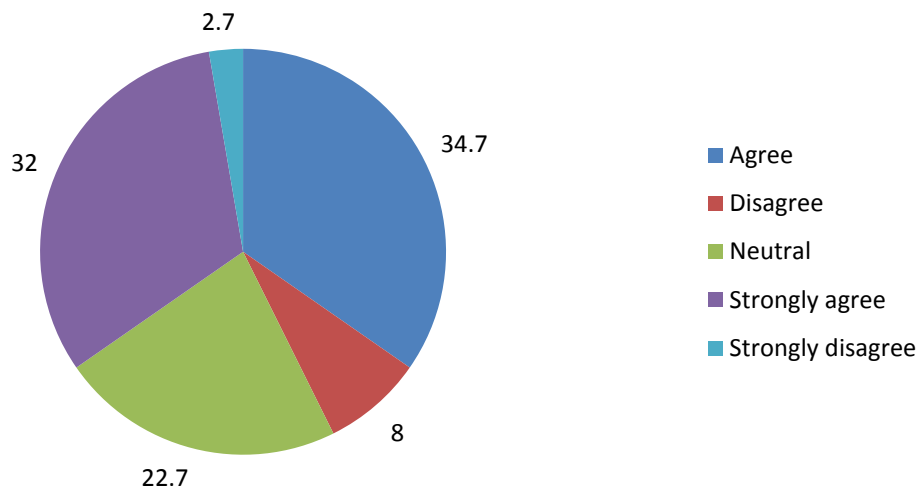
Level of agreement to the Community Understanding of Role of IDP in Community Development (%)



Level of agreement to IDP Service Delivery Acceleration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	26	34.7	34.7	34.7
	Disagree	6	8.0	8.0	42.7
	Neutral	17	22.7	22.7	65.3
	Strongly agree	24	32.0	32.0	97.3
	Strongly disagree	2	2.7	2.7	100.0
Total		75	100.0	100.0	

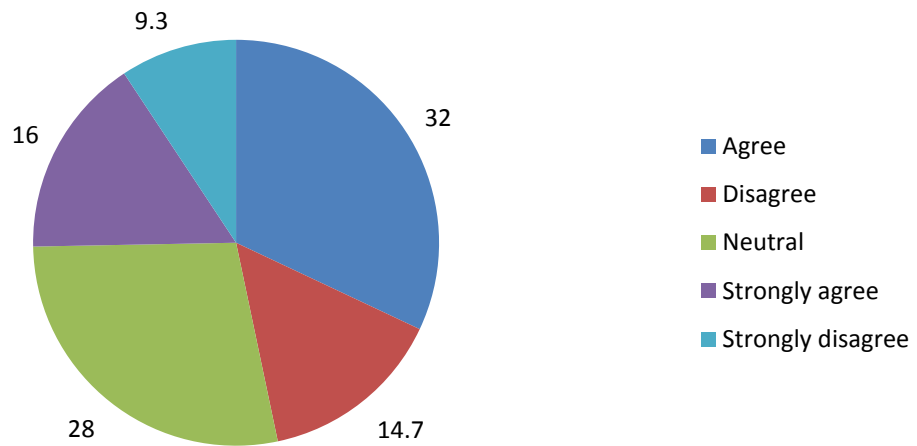
Level of agreement to IDP Service Delivery Acceleration (%)



Level of agreement to Communities Understanding of IDP Program

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	24	32.0	32.0	32.0
Disagree	11	14.7	14.7	46.7
Neutral	21	28.0	28.0	74.7
Strongly agree	12	16.0	16.0	90.7
Strongly disagree	7	9.3	9.3	100.0
Total	75	100.0	100.0	

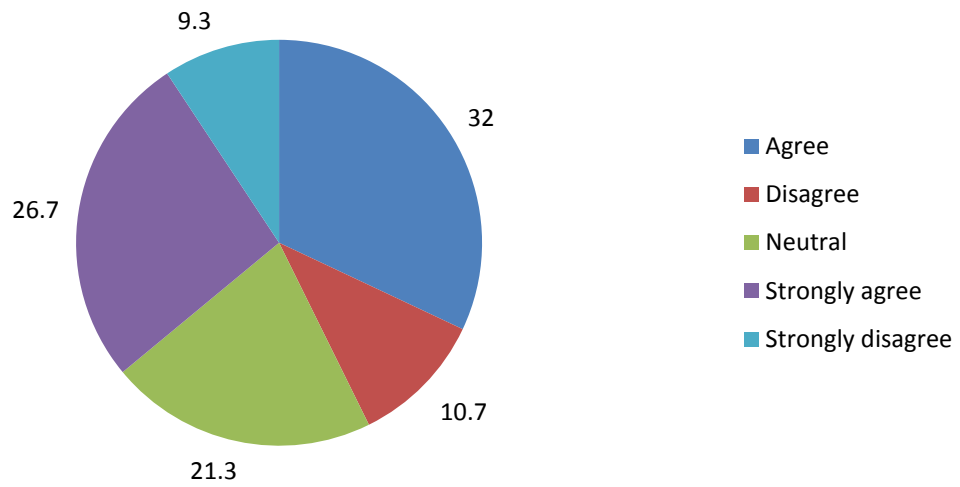
Level of agreement to Communities Understanding of IDP Program (%)



Level of agreement to Communities Participation in IDP Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	32.0	32.0	32.0
	Disagree	8	10.7	10.7	42.7
	Neutral	16	21.3	21.3	64.0
	Strongly agree	20	26.7	26.7	90.7
	Strongly disagree	7	9.3	9.3	100.0
Total		75	100.0	100.0	

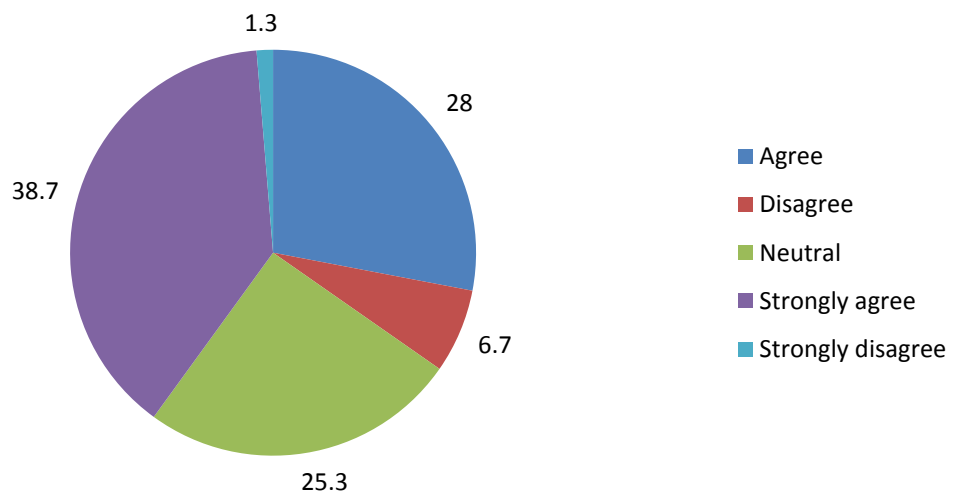
Level of agreement to Communities Participation in IDP Program (%)



Level of agreement to IDP in Capricorn District Municipality

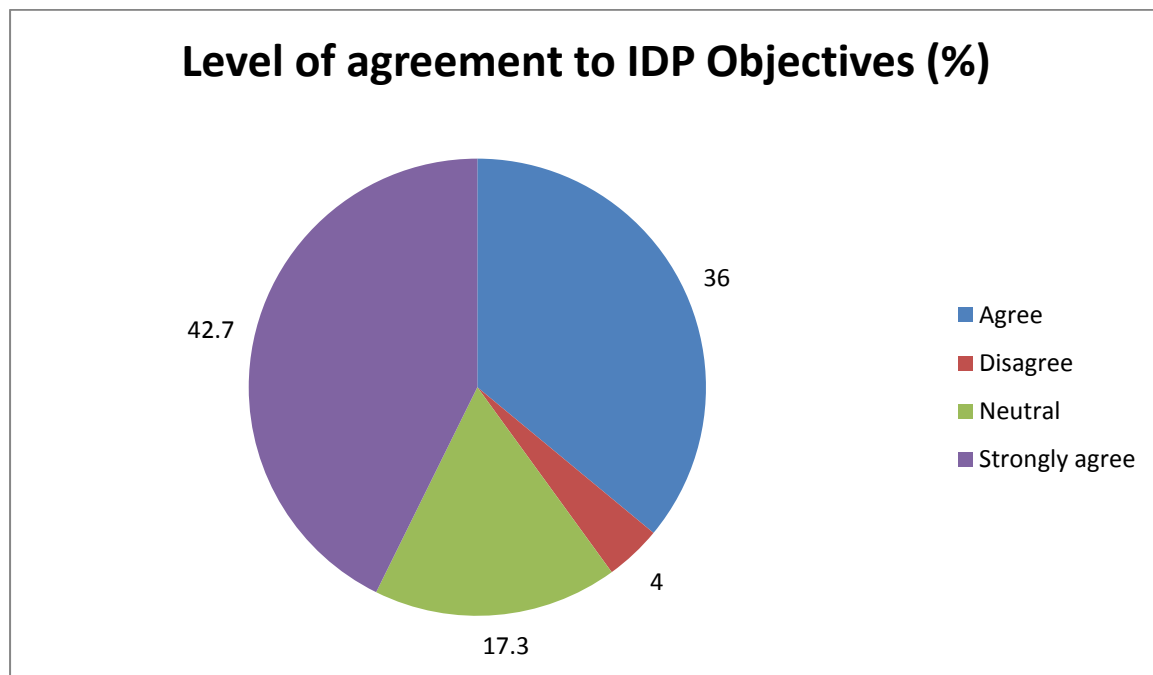
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	21	28.0	28.0	28.0
Valid Disagree	5	6.7	6.7	34.7
Valid Neutral	19	25.3	25.3	60.0
Valid Strongly agree	29	38.7	38.7	98.7
Valid Strongly disagree	1	1.3	1.3	100.0
Total	75	100.0	100.0	

Level of agreement to IDP in Capricorn District Municipality (%)



Level of agreement to IDP Objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	36.0	36.0	36.0
	Disagree	3	4.0	4.0	40.0
	Neutral	13	17.3	17.3	57.3
	Strongly agree	32	42.7	42.7	100.0
	Total	75	100.0	100.0	

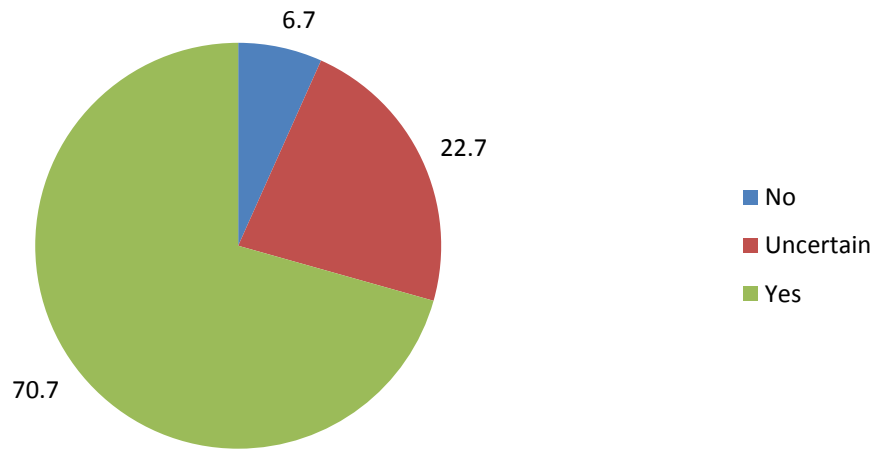


SECTION D: SOURCES OF MUNICIPAL AND COMMUNITY NEEDS

Municipal and Community Needs are sourced from communities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	5	6.7	6.7	6.7
	Uncertain	17	22.7	22.7	29.3
	Yes	53	70.7	70.7	100.0
	Total	75	100.0	100.0	

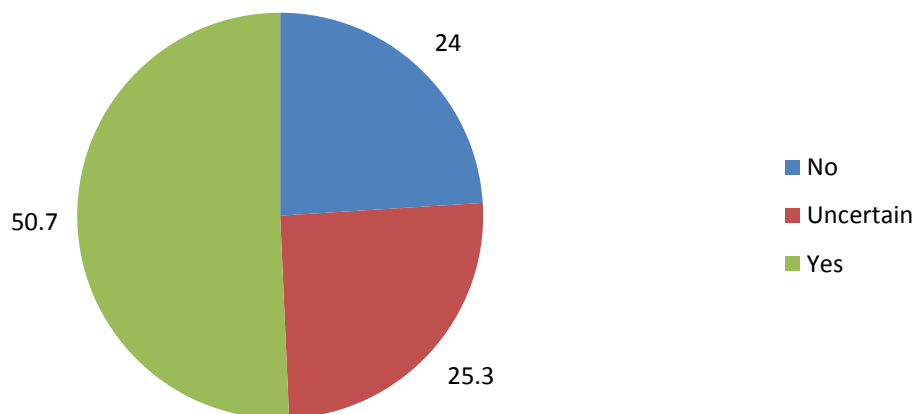
Municipal and Community Needs are sourced from communities (%)



Municipal not competent to prioritize Community Needs

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	18	24.0	24.0	24.0
Uncertain	19	25.3	25.3	49.3
Yes	38	50.7	50.7	100.0
Total	75	100.0	100.0	

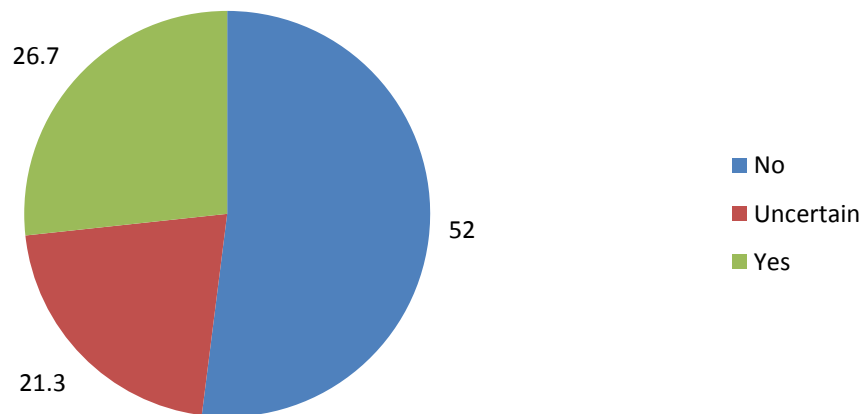
Municipal not competent to prioritize Community Needs (%)



Municipal Managers not competent to outsource community needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	39	52.0	52.0	52.0
	Uncertain	16	21.3	21.3	73.3
	Yes	20	26.7	26.7	100.0
	Total	75	100.0	100.0	

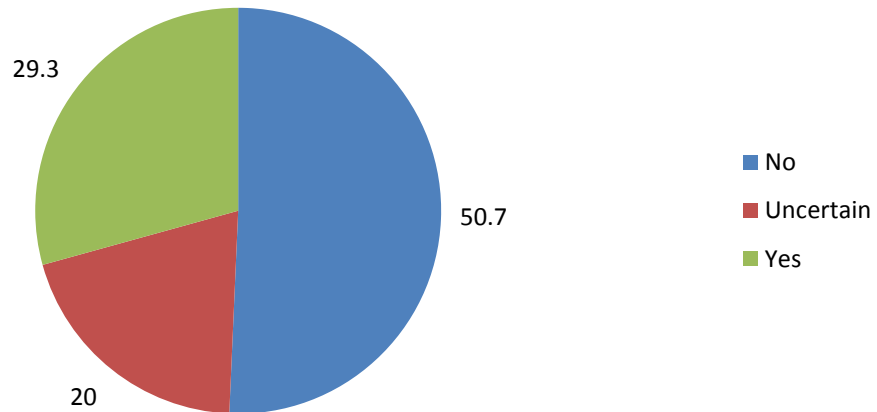
Municipal Managers not competent to outsource community needs (%)



Communities not competent to determine their needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	38	50.7	50.7	50.7
	Uncertain	15	20.0	20.0	70.7
	Yes	22	29.3	29.3	100.0
	Total	75	100.0	100.0	

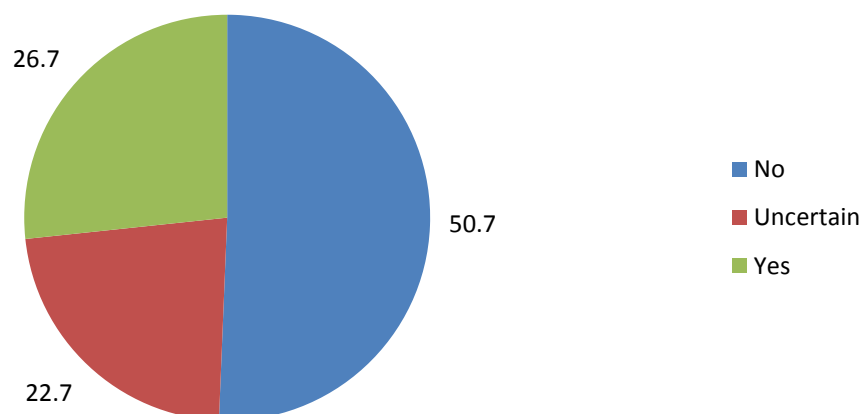
Communities not competent to determine their needs (%)



Traditional Leaders not competent to outsource Community needs

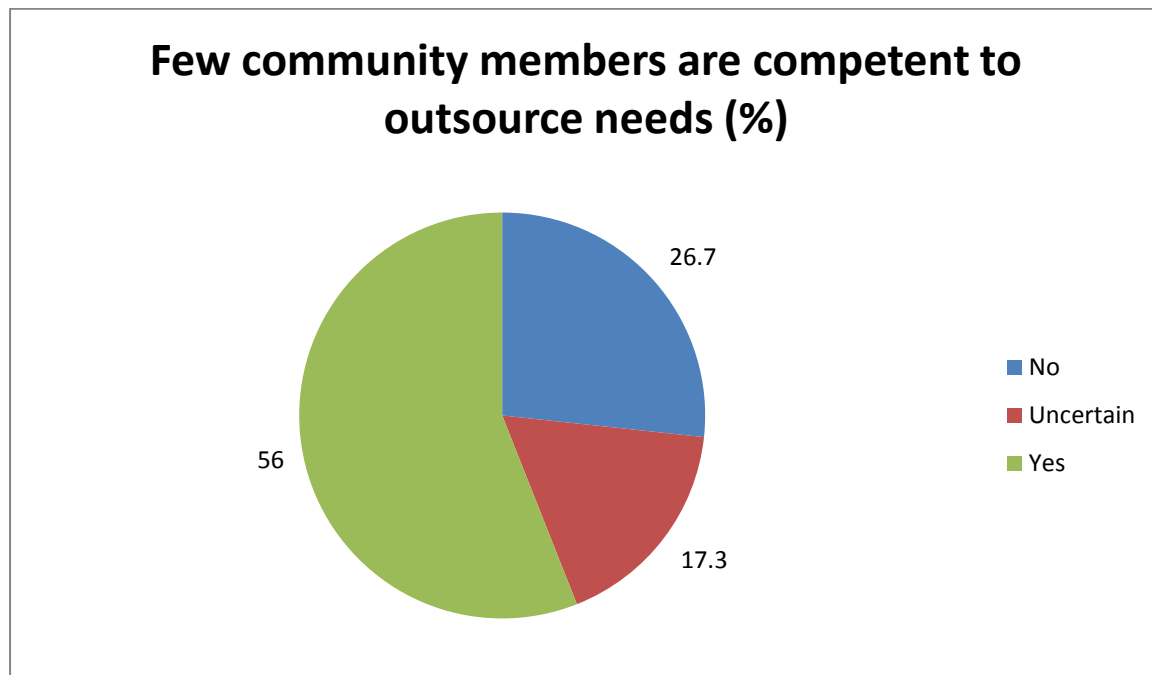
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	38	50.7	50.7	50.7
Uncertain	17	22.7	22.7	73.3
Yes	20	26.7	26.7	100.0
Total	75	100.0	100.0	

Traditional Leaders not competent to outsource Community needs



Few community members are competent to outsource needs

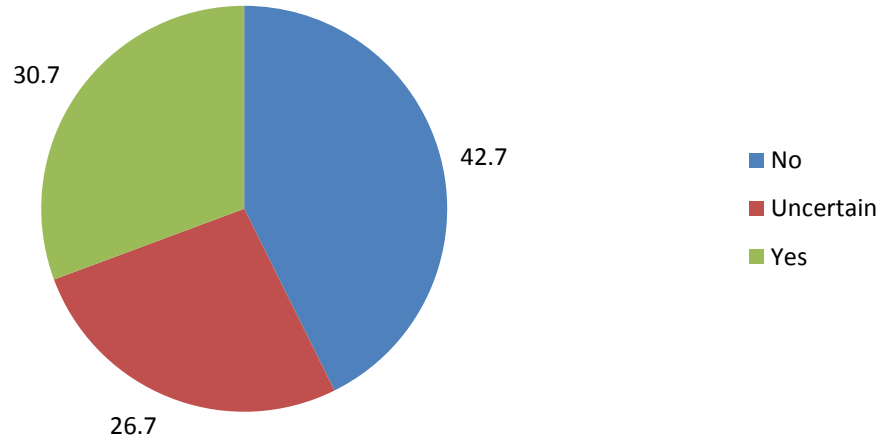
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	20	26.7	26.7	26.7
	Uncertain	13	17.3	17.3	44.0
	Yes	42	56.0	56.0	100.0
	Total	75	100.0	100.0	



Community needs are best outsourced by External Consultants

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	32	42.7	42.7	42.7
	Uncertain	20	26.7	26.7	69.3
	Yes	23	30.7	30.7	100.0
	Total	75	100.0	100.0	

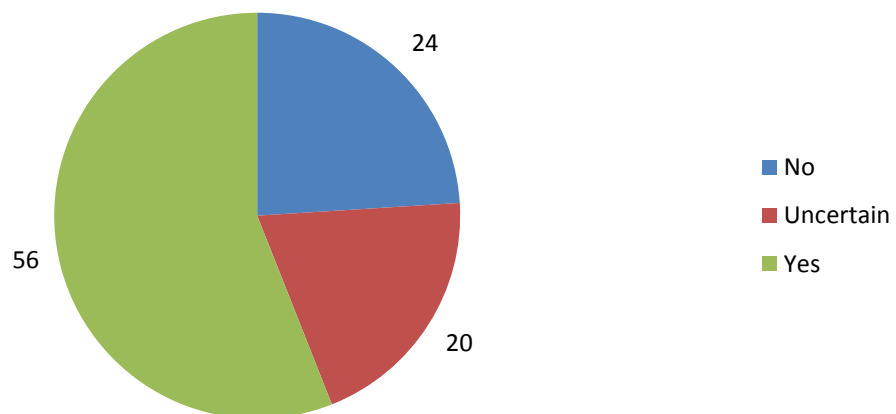
Community needs are best outsourced by External Consultants (%)



IDP Budget is too small to meet Municipal needs

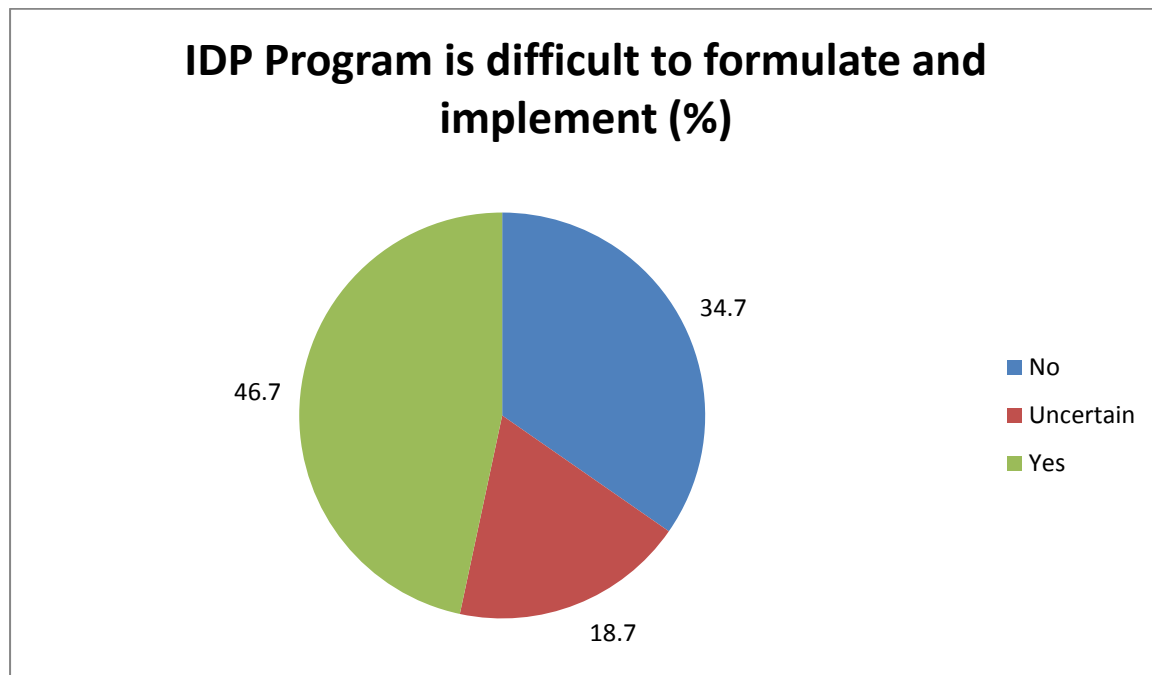
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	18	24.0	24.0	24.0
	Uncertain	15	20.0	20.0	44.0
	Yes	42	56.0	56.0	100.0
Total		75	100.0	100.0	

IDP Budget is too small to meet Municipal needs (%)



IDP Program is difficult to formulate and implement

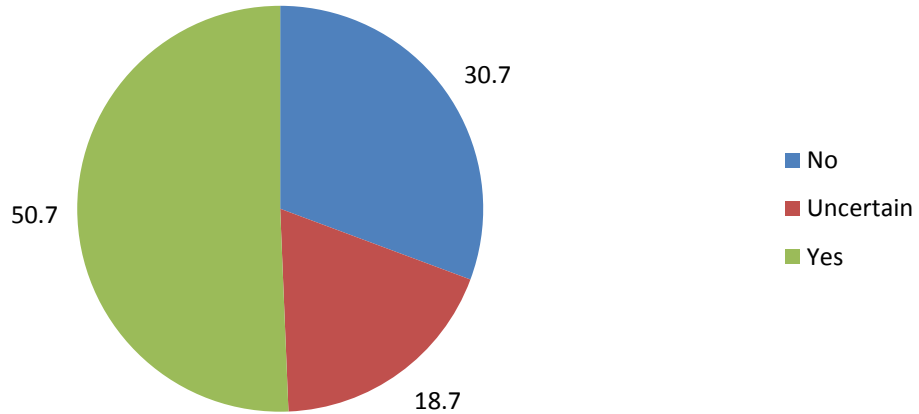
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	26	34.7	34.7	34.7
	Uncertain	14	18.7	18.7	53.3
	Yes	35	46.7	46.7	100.0
	Total	75	100.0	100.0	



IDP Program is essential for community development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	23	30.7	30.7	30.7
	Uncertain	14	18.7	18.7	49.3
	Yes	38	50.7	50.7	100.0
	Total	75	100.0	100.0	

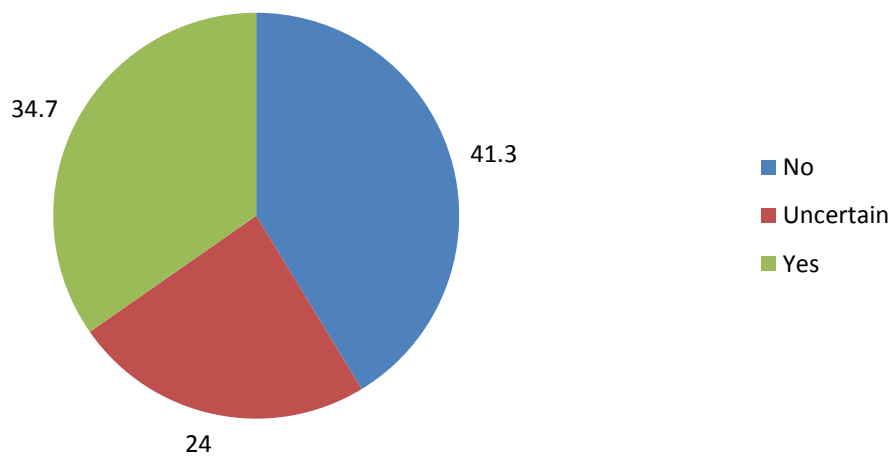
IDP Program is essential for community development (%)



Municipal Officials and Community members should be trained

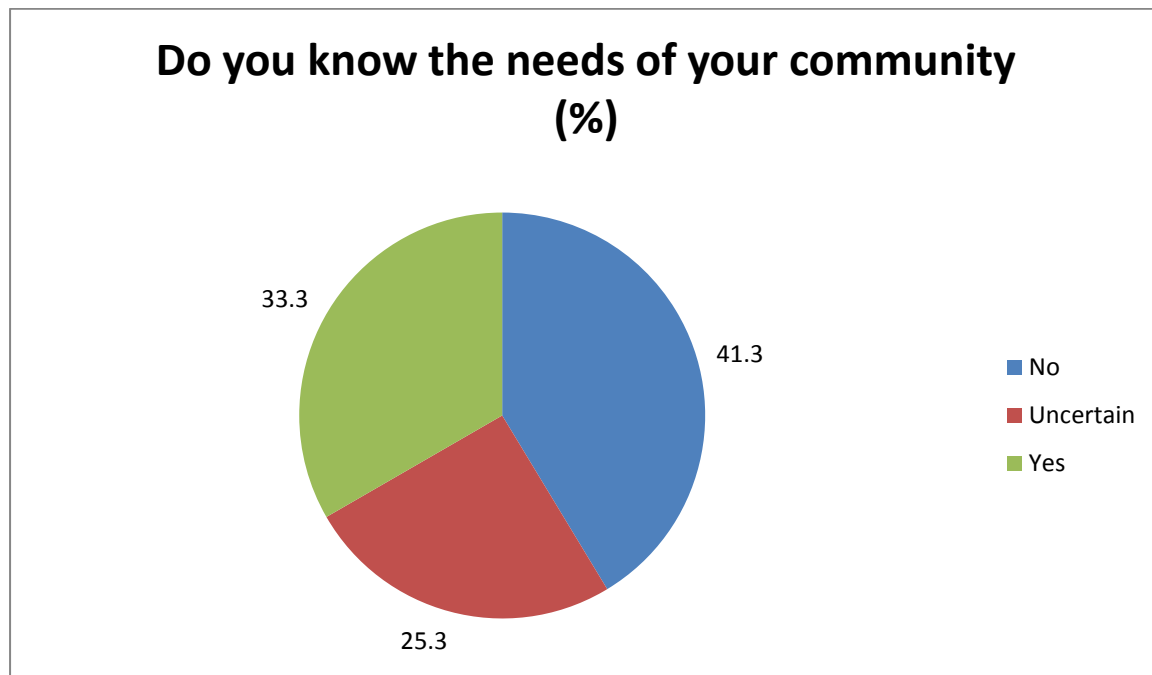
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid No	31	41.3	41.3	41.3
Uncertain	18	24.0	24.0	65.3
Yes	26	34.7	34.7	100.0
Total	75	100.0	100.0	

Municipal Officials and Community members should be trained (%)



Do you know the needs of your community

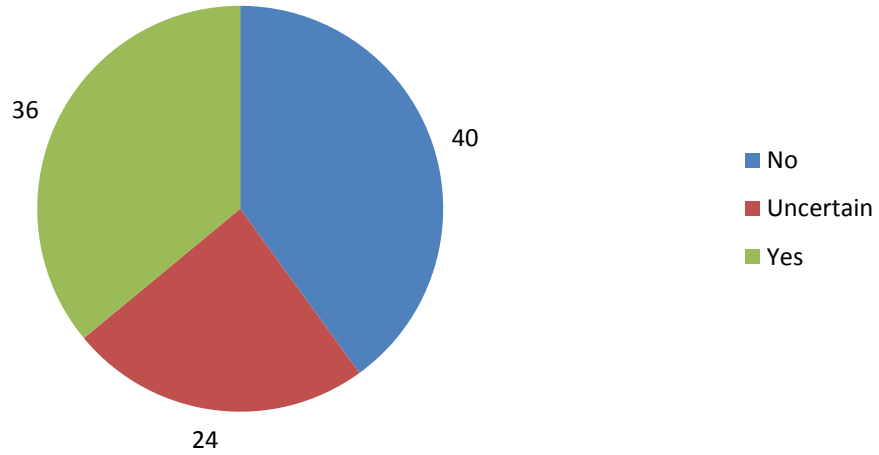
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	31	41.3	41.3	41.3
	Uncertain	19	25.3	25.3	66.7
	Yes	25	33.3	33.3	100.0
	Total	75	100.0	100.0	



Municipal Counsellors discuss community needs with people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	30	40.0	40.0	40.0
	Uncertain	18	24.0	24.0	64.0
	Yes	27	36.0	36.0	100.0
	Total	75	100.0	100.0	

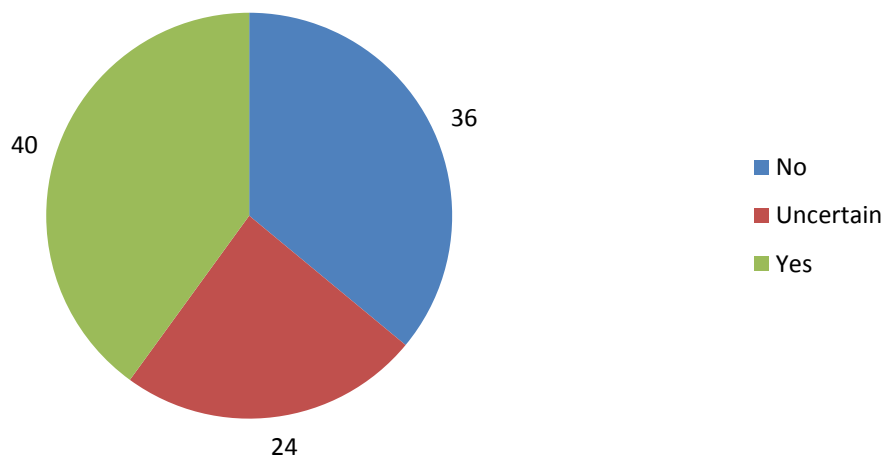
Municipal Counsellors discuss community needs with people (%)



Satisfied with how Municipal sourced needs

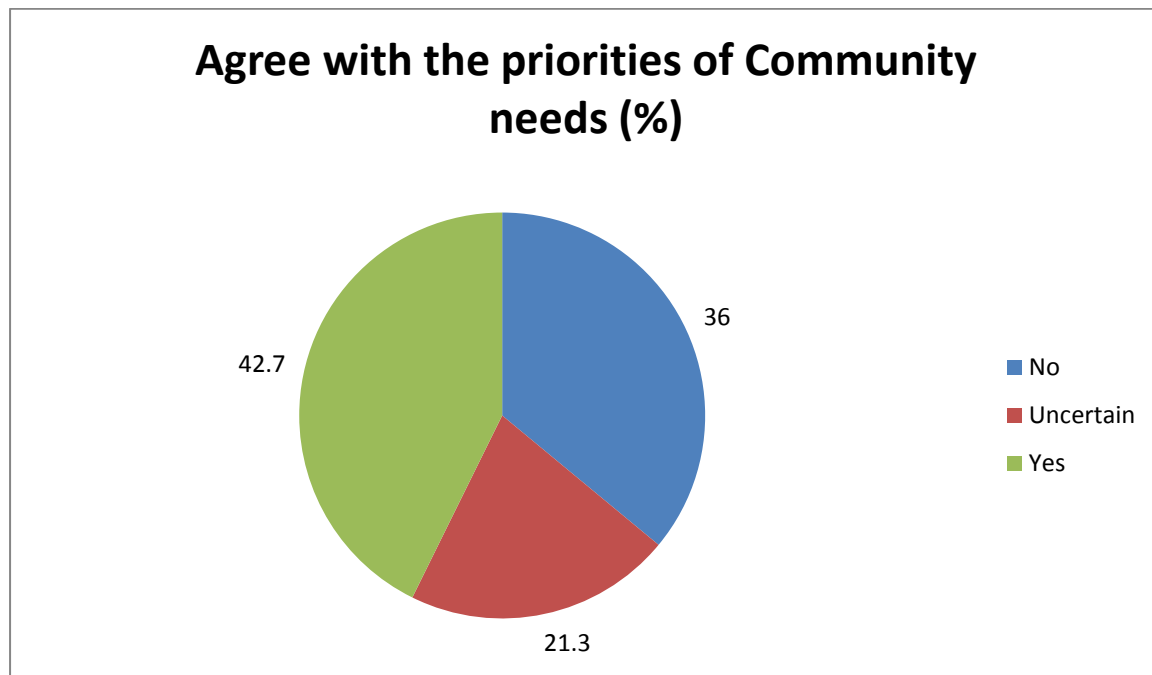
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	36.0	36.0	36.0
	Uncertain	18	24.0	24.0	60.0
	Yes	30	40.0	40.0	100.0
Total		75	100.0	100.0	

Satisfied with how Municipal sourced needs (%)



Agree with the priorities of Community needs

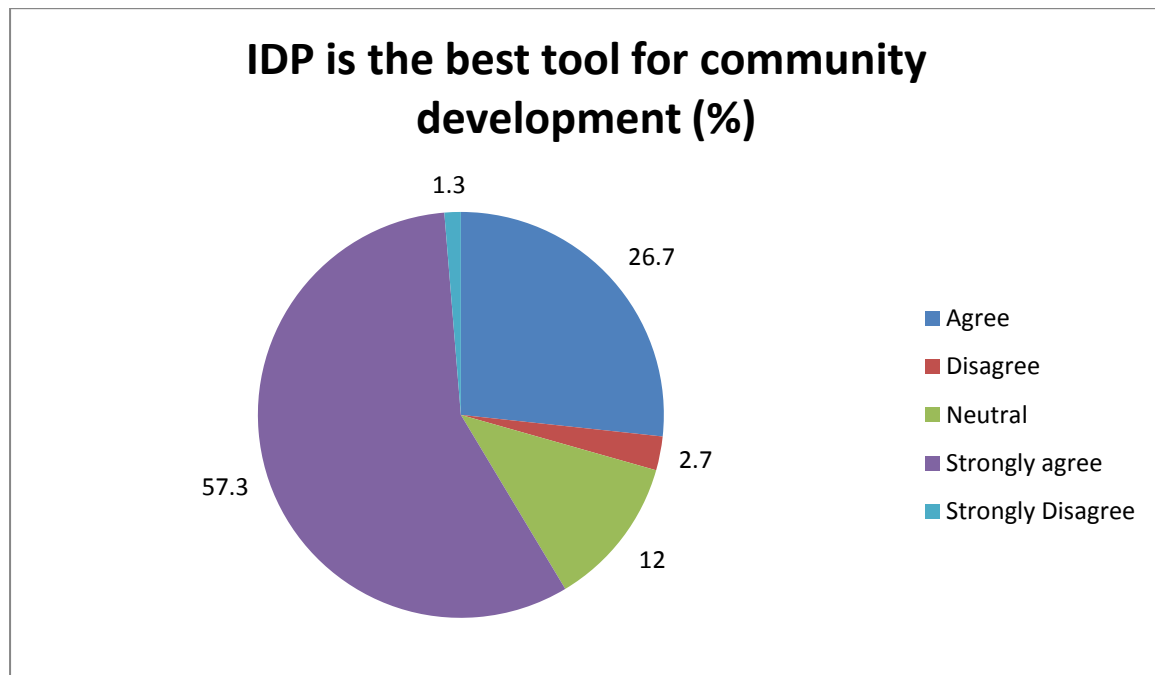
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	27	36.0	36.0	36.0
	Uncertain	16	21.3	21.3	57.3
	Yes	32	42.7	42.7	100.0
	Total	75	100.0	100.0	



SECTION E: THE IDP IS TOOL FOR COMMUNITY DEVELOPMENT

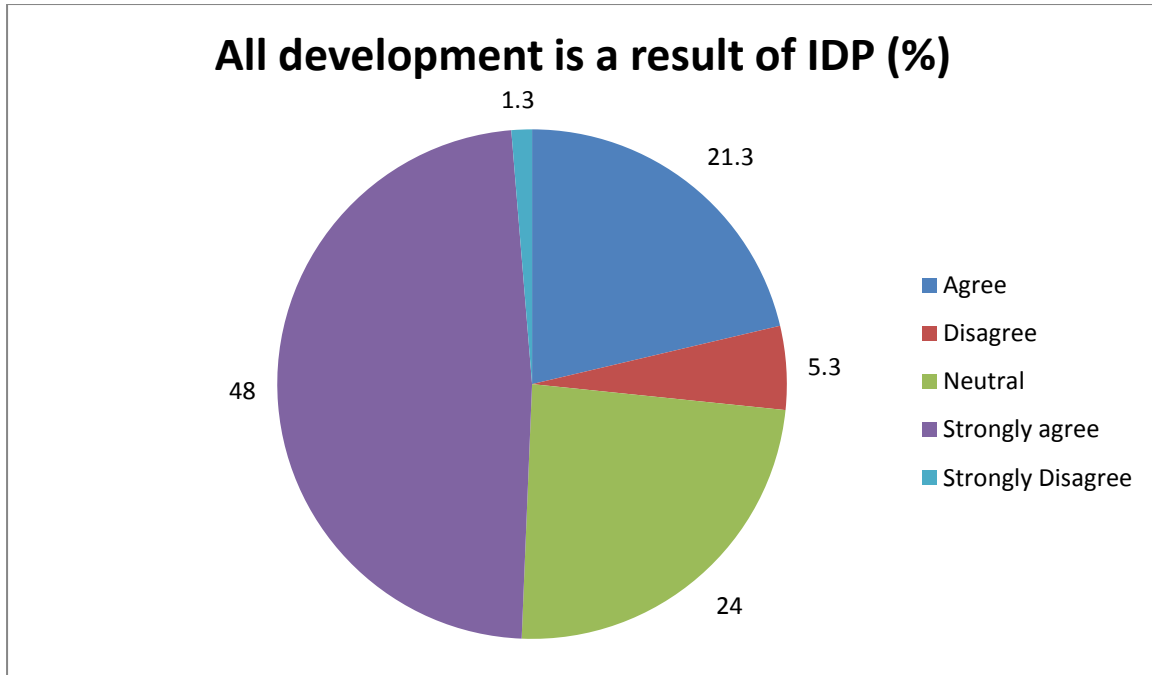
IDP is the best tool for community development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	20	26.7	26.7	26.7
	Disagree	2	2.7	2.7	29.3
	Neutral	9	12.0	12.0	41.3
	Strongly agree	43	57.3	57.3	98.7
	Strongly Disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	



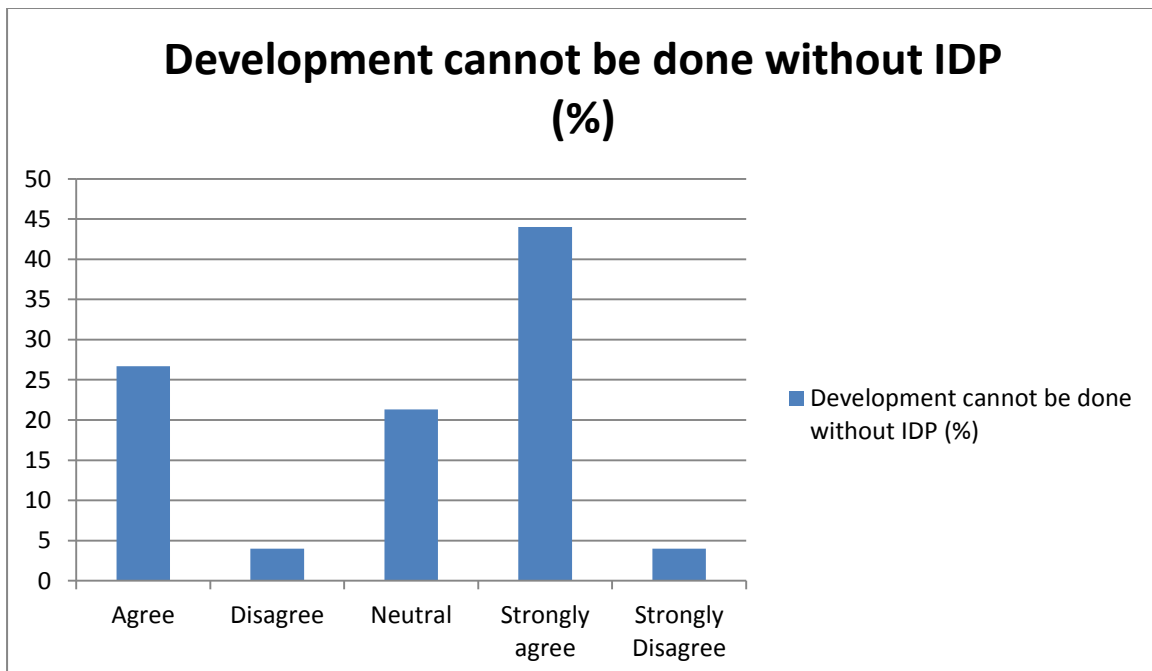
All development is a result of IDP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	16	21.3	21.3	21.3
	Disagree	4	5.3	5.3	26.7
	Neutral	18	24.0	24.0	50.7
	Strongly agree	36	48.0	48.0	98.7
	Strongly Disagree	1	1.3	1.3	100.0
Total	75	100.0	100.0		



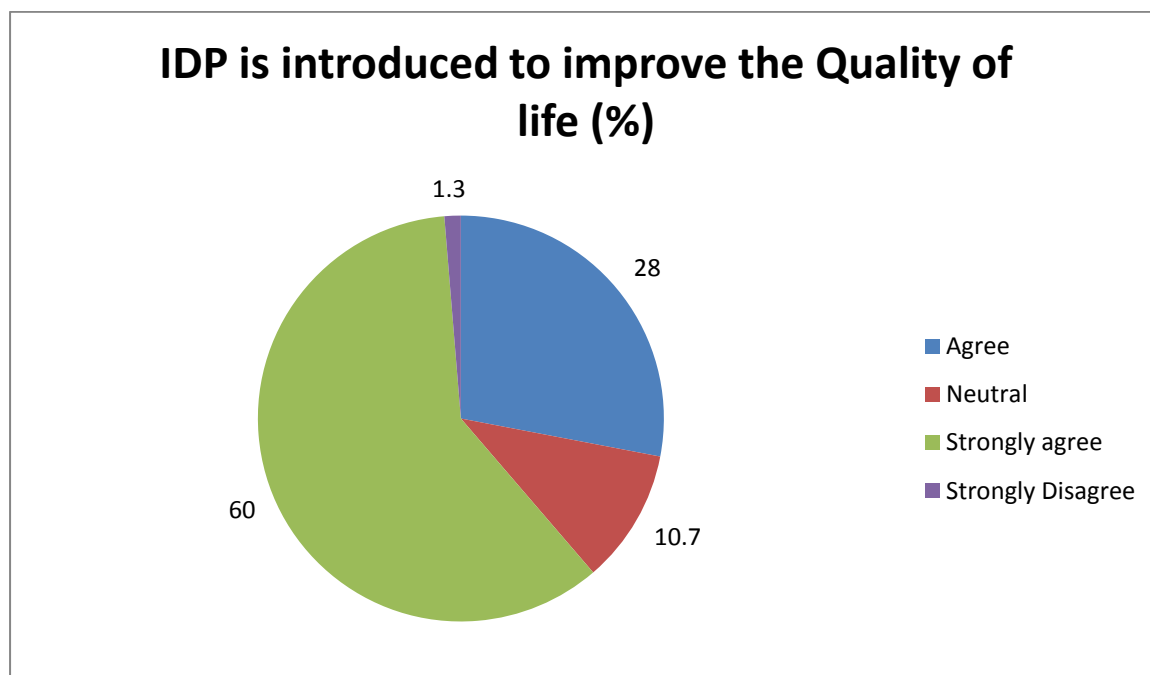
Development cannot be done without IDP

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	20	26.7	26.7	26.7
Disagree	3	4.0	4.0	30.7
Neutral	16	21.3	21.3	52.0
Strongly agree	33	44.0	44.0	96.0
Strongly Disagree	3	4.0	4.0	100.0
Total	75	100.0	100.0	



IDP is introduced to improve the Quality of life

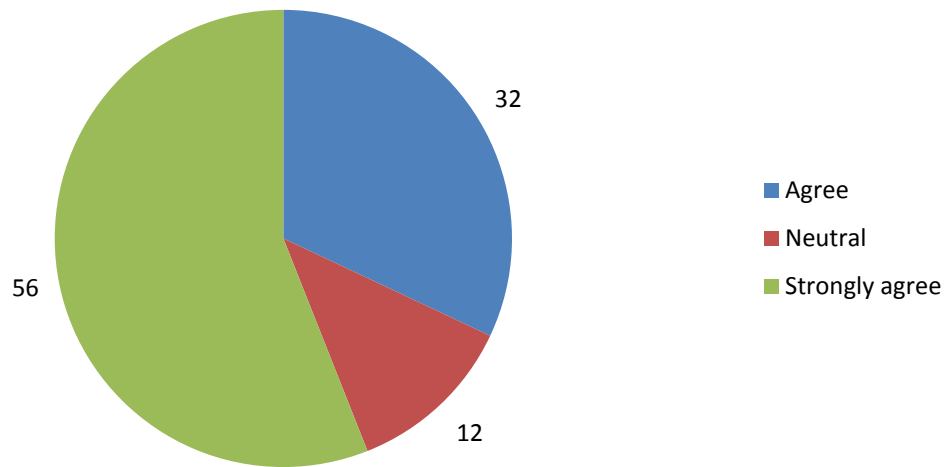
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	21	28.0	28.0	28.0
	Neutral	8	10.7	10.7	38.7
	Strongly agree	45	60.0	60.0	98.7
	Strongly Disagree	1	1.3	1.3	100.0
	Total	75	100.0	100.0	



IDP should be revised from time to time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	24	32.0	32.0	32.0
	Neutral	9	12.0	12.0	44.0
	Strongly agree	42	56.0	56.0	100.0
	Total	75	100.0	100.0	

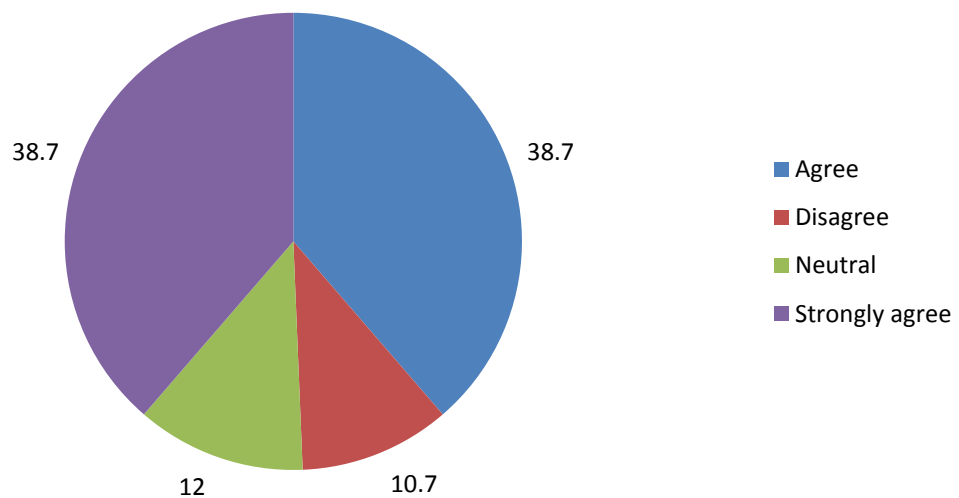
IDP should be revised from time to time (%)



IDP Budget is available

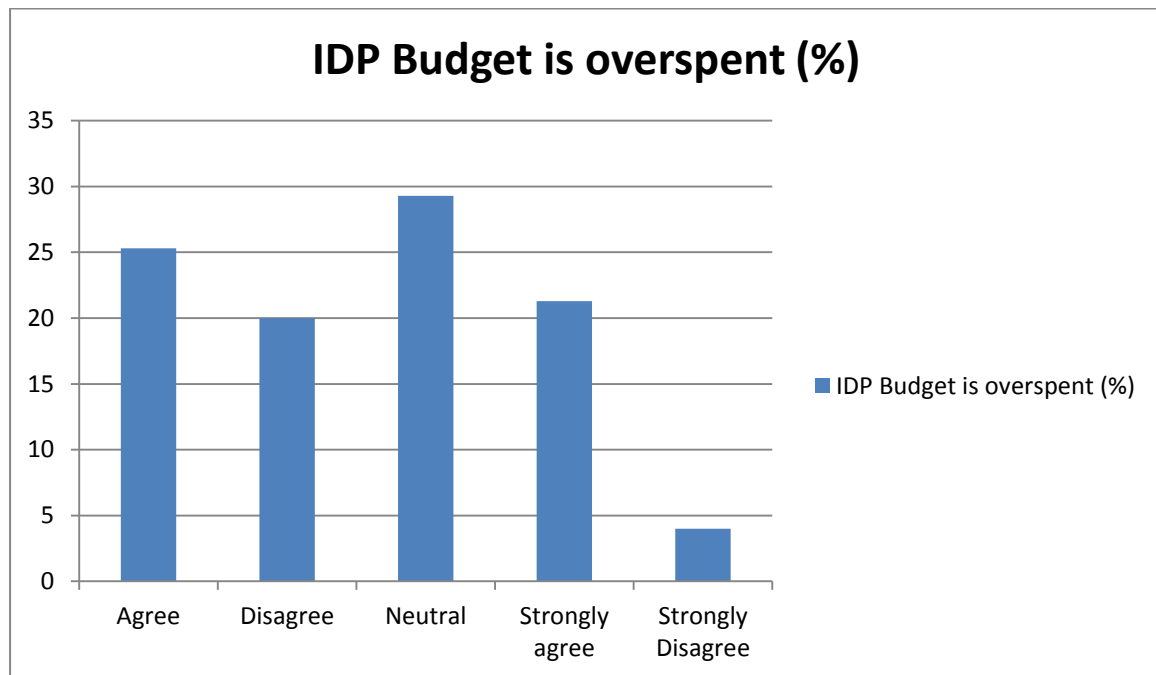
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	29	38.7	38.7	38.7
Disagree	8	10.7	10.7	49.3
Neutral	9	12.0	12.0	61.3
Strongly agree	29	38.7	38.7	100.0
Total	75	100.0	100.0	

IDP Budget is available (%)



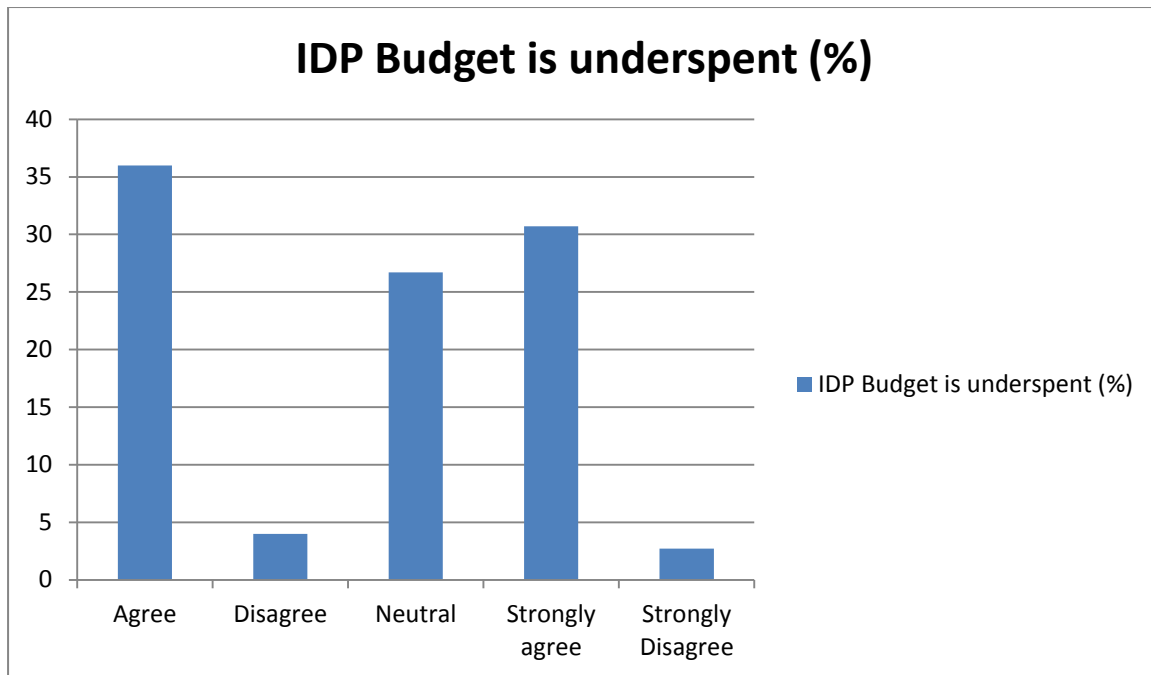
IDP Budget is overspent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	19	25.3	25.3	25.3
	Disagree	15	20.0	20.0	45.3
	Neutral	22	29.3	29.3	74.7
	Strongly agree	16	21.3	21.3	96.0
	Strongly Disagree	3	4.0	4.0	100.0
	Total	75	100.0	100.0	



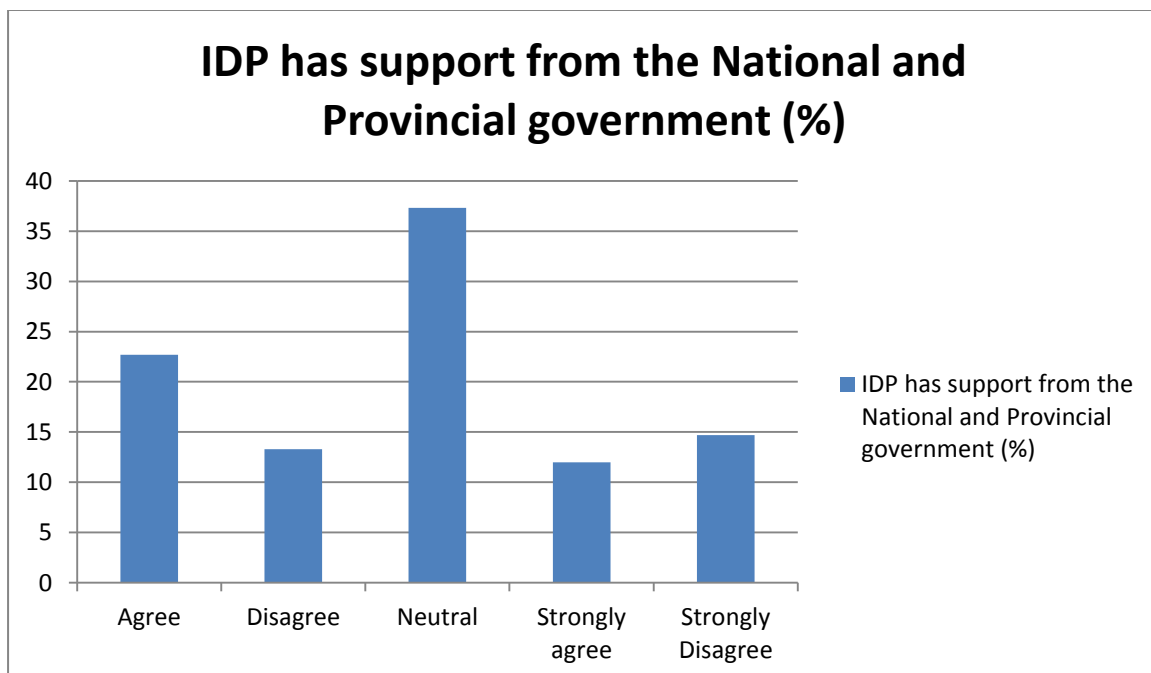
IDP Budget is underspent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	36.0	36.0	36.0
	Disagree	3	4.0	4.0	40.0
	Neutral	20	26.7	26.7	66.7
	Strongly agree	23	30.7	30.7	97.3
	Strongly Disagree	2	2.7	2.7	100.0
	Total	75	100.0	100.0	



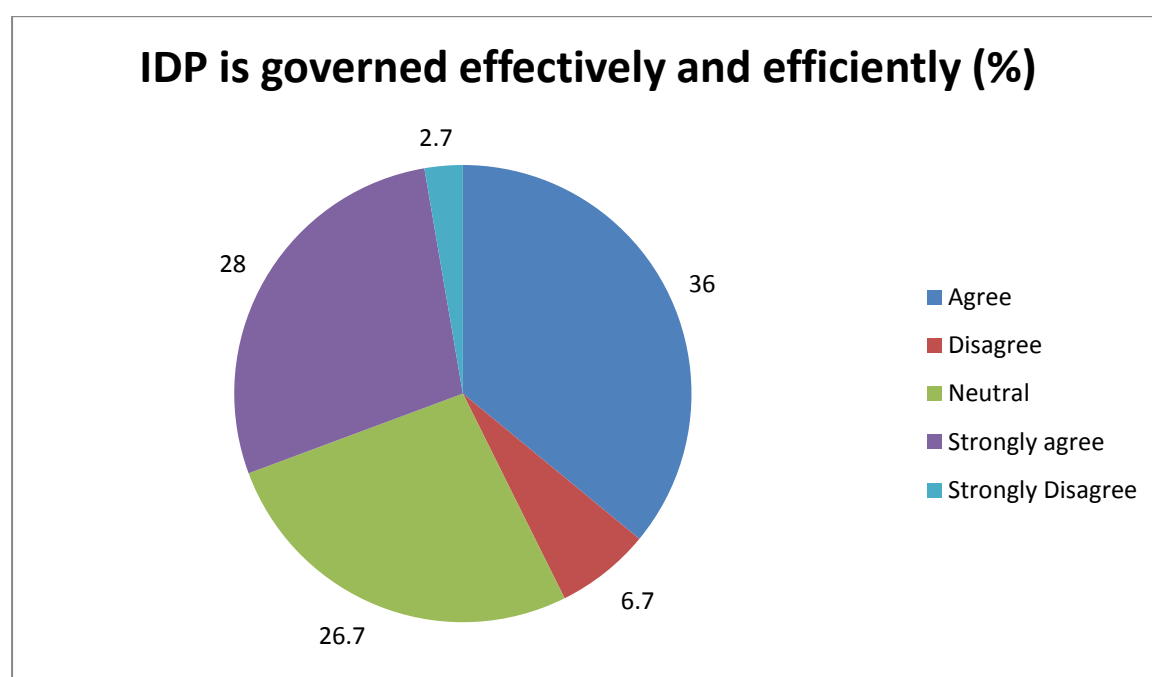
IDP has support from the National and Provincial government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	17	22.7	22.7	22.7
	Disagree	10	13.3	13.3	36.0
	Neutral	28	37.3	37.3	73.3
	Strongly agree	9	12.0	12.0	85.3
	Strongly Disagree	11	14.7	14.7	100.0
Total		75	100.0	100.0	



IDP is governed effectively and efficiently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	27	36.0	36.0	36.0
	Disagree	5	6.7	6.7	42.7
	Neutral	20	26.7	26.7	69.3
	Strongly agree	21	28.0	28.0	97.3
	Strongly Disagree	2	2.7	2.7	100.0
Total		75	100.0	100.0	



4.11 CONCLUSION

Data analysis and interpretation of the results is important to show the public the opinions and interpretation of the opinions in the gathered data. In this study, Data analysis results show all data collected in the CDM. Data analysis results show qualitative and quantitative analysis of all data.

Based on the data and the results of the analysis, the CDM and the community are working together to promote community development. The interpretation of the results are favourable for the CDM to advance community development in all its economic spheres. Annexure D reflects scheduled meetings between the CDM and communities for 2014/15 and 2016/17 and according to IDP officials communities attend and participate in the discussions of IDP. The researcher also attended community IDP meetings which were conducted by CDM in different areas.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In this research study of the role of the integrated development plan in community development in the Capricorn district municipality, the researcher has investigated relevant processes in order to write and expand the scientific knowledge. The researcher has consulted relevant literatures that gave the background of the study. When the background of the study was done, it was possible to design how the research can be conducted and what methodology can be used. The process of data gathering and analysis was conducted and interpreted in order to give meaning to the research enquiry. When all processes of this scientific enquiry was done, a report or thesis in this particular study has to be written and published for the public and scholars to gain knowledge in the study of the IDP.

The researcher has through the study managed to answer the following questions about the study.

- What was the research problem?
- How was the problem investigated?

The research problems are identified in chapter 1 of the study as community misunderstanding and poor community IDP participation whereas the second question on research design and methodology was addressed through questionnaires in chapter 3 of this study. The methodology used through questionnaires was able to obtain data that was analysed and interpreted in order to give value to the study. The critical part of this study is to show the findings and their implications to the study. Research findings and implications as they appear in chapter 4 are important because they lead the study to the conclusion and recommendations. All scientific study must have an introduction, conclusion and recommendations that must be made in order to solve the problems that have been identified and also to give possible scientific solutions to the study problem.

5.2 GENERAL CONCLUSION

The conclusion of this study forms part of the conclusions of all chapters of this study. All chapters of this study were investigating the role of the Integrated Development Plan in community development. The IDP as the tool of development in local government is essential in the development of communities. The objective of local government is to provide community services through IDP as discussed in previous chapter of this study.

The conclusion of chapter one forms the foundation of this study by explaining the study area and how the research will be conducted in order to reach the findings that will be helpful to the Capricorn District Municipality and its local municipalities.

The conclusion of chapter two is based on all literatures, study materials, IDP documents, newspapers that explain the role of IDP in community development and the impact of IDP in the acceleration of development and poverty alleviation through the rendering of municipal services.

The conclusion of chapter three is about the research design and methodology that were used in investigating the role of IDP in community development. The research design focuses on end product that is, what type of study is investigated and what type of results are aimed at or anticipated.

The conclusion of chapter four is about the data analysis, interpretation of results and research findings. According to the findings on data analysis the results show that some people do not understand the role of IDP in community development in particular the municipal budgetary processes.

The purpose of this research study is to provide an insight into the role by the integrated development plan in community development. Chapter 1 of this research study provided the objectives of the local government as stated in section 52 of the Constitution of the Republic of South Africa, 1996. These objectives aim at the delivery of services and to create a democratic and accountable government which is centered on the community participation and the involvement of all stakeholders with interest in the local government and the IDP.

The researcher has reviewed various literature about the IDP in order to find out the impact of the IDP in community. Most of the authors are in agreement that the IDP is a meaningful tool of accelerating socio-economic development and to redress the economic marginalization of community development in particular Blacks who were left out from the mainstream by the past apartheid government. The different authors, although positive about the role of the IDP, agree that community development was delayed because of the incompetency of people who occupied IDP posts without relevant academic qualifications and experience which resulted in 'putting the square peg in around hole', that is placing a person in a position in which he is not properly qualified. Most of the IDP weaknesses identified, are as a result of poor human resource management and poor governance.

The research design and methodology were scientifically done in order to source out relevant information that enabled the researcher to advance the role of the IDP. As mentioned in Chapter 2 of Literature Review and Chapter 3 of research design, when the study commenced, CDM had five municipalities and after the 3rd of August 2016 elections, Aganang Municipality was reconfigured leaving CDM with four local municipalities namely, Molemole, Lepelle-Nkumpi, Blouberg and Polokwane. This reconfiguration was a viable move to ensure municipal effectiveness and efficiency.

All the data gathered were analysed and interpreted through the scientific statistical tool that enabled the researcher to give a positive conclusion and recommendations that will add value to the field of Public Administration in general and Local government in particular. In concluding this research study, it is important to mention that the IDP can only promote community development through community participation in the formulation and implementation of the IDP in order to promote service delivery.

5.3 RECOMMENDATIONS

The researcher is recommending that the following administrative model of Public Administration be used to promote the role of the IDP in community development:

5.3.1 Policy Making

Local government must be enforced by law to produce laws that deal with the IDP in the vernacular language of local communities for the people to can read and

understand the role of the IDP. In terms of the Constitution of the Republic of South Africa, section 30, everyone has the right to use the language that he or she understands. All relevant policies about the IDP must be written in vernacular language. Communication is meaningful if it is the mother tongue of communities because they will understand the formulation and implementation of the IDP in their own language.

5.3.2 Finance

The IDP budget must be written in vernacular and all municipal councilors, traditional leaders and officials will be able to read and understand. The budget as a tool for financial control must be strictly followed and adhered to, and any deviation or shortfall of any amount, must be reported so that officials should repay such as an amount and disciplinary hearing processes conducted.

5.3.3 Human Resource Management

The local government must employ well educated people with relevant qualifications. Municipalities must employ competent men and women with passion of working with communities. Such competent officials will be able to analyse and predict potential challenges and problems before people can embark on emotional strikes and vandalism. The IDP office must be manned with well qualified people who are able to promote IDP in communities.

5.3.4 Organising

The IDP organisational structure must talk to the vision and mission of the CDM. The organisation structure must promote communication between the municipal council and the community. There must be good and positive working relationship between the CDM and the community. There must be good monitoring and evaluation of the IDP processes. Community and municipal meetings must be conducted in villages where communities stay so that such meetings are closer to the people and avoid long travel and transport expenses. Community social media should be used to promote IDP.

5.3.5 Procedures

- There must be 24/7 toll free number for communities to give their input on the IDP.
- Communities must be told clearly in their vernacular language what procedures must be followed.
- Communities must be told what processes to follow in order to address dissatisfaction in the most democratic and human way.
- What procedures to be followed when there is a grievance instead of burning and vandalism government properties?
- IDP managers must have simplified booklet in the language of the communities that explains the IDP processes and the role of the IDP stakeholders.

5.3.6 Control

- There must be financial audit of the IDP funds
- Responsibility and accountability must be enforced so that municipal officials can account.
- Materials of IDP projects must be audited every month.
- All municipalities must have anti-corruption strategy to curb theft and nepotism.
- Municipal councilors must play an oversight role to ensure that IDP is implemented in the most effective and efficient manner.
- Municipalities must have committed leadership to IDP who will not have excuses for not attending IDP meetings.
- There must be buy-in of IDP ownership and legitimacy between municipalities and communities.
- IDP managers must have regular visits and consultation with communities so that if there is a deviation from the plan explanation be given timeously.

5.3.7 Politics and Administrative Interface

There must be good politics and administration interface between municipal officials and councilors. They must be able to meet as stewards of the people and discuss

openly and avoid fights and conflict that at times result in death of an official or councilor. Councilors and officials must understand their mandate about IDP. Councillor and managers must read policies that govern their work ethics. All efforts and mechanisms must be used to resolve issues amicably.

5.3.8 Respect of Constitutional Values and Principles

All IDP stakeholders must read and understand chapters 2, 7 and 10 of the Constitution of the Republic of South Africa, so that all can respect the values and principles of the constitution.

5.3.9 Upholding Good Governance

Municipal officials and managers must respect and uphold the following constitutional values and principles:

- Respect the rule of law
Municipal councilors and officials must read and understand the Local Government Municipal Structures Act, 1998, the Local Government Municipal Systems Act and all other related local government legislations.
- Adhere to the principle of public accountability
Municipal councilors and officials must be able to account for all their actions and responsibilities that deals with IDP.
- Respect of community values.
Municipal government and officials must respect and uphold values of all communities.
- Equity
There must be respect for women, children, gender, equality, disabled people, the blind, deaf and the respect for the promotion of administrative justice Act (PAJA). In terms of PAJA, government must be reasonable and fair. Government must give reasons for their decisions. Municipalities must strengthen anti-corruption measures. Municipalities must establish a section

that can detect fraud and maladministration. Municipalities must develop good financial controls. Municipalities must attend meetings.

5.3.10 Effective, Efficient Leadership and Innovation

Capricorn district municipality councilors and officials must improve on their effective and efficient leadership in order to accelerate the role of IDP in communities. Councilors in leadership position must lead by example in order to win the willingness and cooperation of all stakeholders in the community. The following should be done to achieve effective, efficient leadership and innovation:

- Leaders must lead and be available at all times
- Managers must manage.
- Managers must be creative and innovative in their dealings with community development.
- Municipal managers and councilors must understand transformation.
- Managers and councilors must understand the meaning of South Africa as a developmental state and the role of addressing the welfare of addressing the socio-economic challenges of the people.
- Municipal councilors and managers must understand the National Developmental Plan known as Vision 2030.

5.3.11 Back to Basics Programme

Back to basics program means that municipality must render services differently in order to enhance service delivery. Municipalities must promote community and councilors relationship that will ensure political stability, good governance, effective service delivery that will give community satisfaction. This program puts people and their concerns first in everything which the municipality is rendering service.

The Capricorn district must establish an office and appoint a champion or driver of the IDP program whose objective is to promote and accelerate the implementation of the IDP and to ensure that where there is a deviation from the IDP program remedial action must be taken as soon as deviation is discovered. In this program there must be close

collaboration between community stakeholders, municipal managers and traditional leaders so that all parties should be champions of the IDP program.

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ANNEXURES

Annexure A

LETTER TO RESPONDENT

Enquiries : Nembudani R.S

P.O.BOX 450

Cell : 082 4769341

SIBASA

Email : simon.nembudani@univen.ac.za

0970

June 10, 2015

Dear sir/madam

I am a registered student at the University of Venda studying Doctor of Administration in Public Administration. My research topic is “The Role of the Integrated Development Plan in Community Development: A case of Capricorn District Municipality.”

You’re kindly requested to complete the questionnaires and the information provided is confidential as it is intended for educational purposes only.

Thank you for your cooperation and assistance.

Yours sincerely

Nembudani R.S

Student no: 8601570

CONSENT FORM

I,....., hereby agree to participate in the research study, titled “*The role of the integrated development plan in community development: a case of Capricorn district municipality*”. By signing this form, you indicate that you understand the information provided to you by the researcher regarding the study, your question about the research has been answered to your satisfaction, and you voluntarily agree to participate in this study. A copy of this signed form can be provided upon request.

- The study aims to analyse the roles of the integrated development plan in community development.
- The information that the respondents will provide will be solely used for the purpose of the study.
- Participation is voluntary and that I can withdraw anytime without any penalty if I feel like doing so.
- All questionnaires and interview data will be handled with confidentiality.
- Participants can refuse to answer certain questions if they feel uncomfortable during the process of collecting data.

I understand that information I give may not be used for any other purpose except to help the researcher to meet the scholastic expectations.

.....
SIGNATURE

.....
DATE

QUESTIONNAIRE

Annexure C

To the Capricorn district municipality

I am a PhD student in the Department of Public and Development Administration at the University Of Venda, Student no. 8601570. I am conducting a research under the topic 'The Role of the Integrated Development Plan in Community Development: A Case of Capricorn District Municipality'.

You are requested to complete the attached questionnaire without writing your names. All your responses are confidential. Your participation in the study is voluntary. There is no risk in participating and you have right not to participate or decide to stop participating at any time. There is no consequence for non-participation or for terminating your participation. This questionnaire is for educational purpose only.

After completing the questionnaire, keep it until I collect it from you on our agreed date and time.

I look forward to your participation and thank you for your time in completing the questionnaire.

Mr. Nembudani R.S

PhD Student

Cell No.: 082 476 9341

Section A: Biographical Data

Please mark **(X)** the answers that best describe you where appropriate and fill in where the space is provided.

1. Gender: Male _____ Female _____
2. Age, as at the last birthday _____
3. What is your marital status?: Single _____ Married _____ Divorcee _____ Widowed _____
Other _____
4. Your highest educational qualification _____
5. What is the name of the institution you work for:
 - a. Capricorn District Municipality _____
 - b. Traditional Authority _____
 - c. Others _____
6. Position designation
 - a. Manager _____
 - b. Senior manager _____
 - c. Councilor _____
 - d. Chief _____
 - e. Other _____
 - f. _____
7. How long have you been working for this institution? _____

Section B:

The following statements are related to the Formulation and Implementation of the Integrated Development Plan (IDP). Use the rating scales below to answer each of the questions:

VS = Very satisfied, S = Satisfied, N = Neutral, D = Dissatisfied, VD = Very Dissatisfied

		S	VS	N	DS	VD
1	Are you satisfied In the Formulation and Implementation of IDP?					
2	Are you satisfied with the participation of the community leaders?					
3	Are you satisfied with the participation of the community In the IDP?					
4	Are you satisfied with the Involvement of Traditional Leaders in the IDP?					
5	Are you satisfied with the Formulation and Implementation of the IDP Processes?					
6	Are you satisfied with the Budget Allocated to the IDP Program?					
7	Are you satisfied with the involvement of community structures in the IDP process?					
8	Are satisfied with the frequency of community meetings to discuss the IDP?					
9	Are you satisfied with the way the IDP is formulated?					
10	Are you satisfied with the way the IDP is implemented?					

Section C:

The following statements are related to the Municipal and Community Commitment to IDP. Use the rating scales below to answer each of the questions:

SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree

		SA	A	N	D	SD
1	Capricorn District Municipality is committed to formulate the IDP.					
2	Capricorn District Municipality is committed to the implementation of the IDP.					
3	Capricorn District Municipality is committed to budget for the IDP.					

4	Capricorn District Municipality has qualified IDP managers in all municipalities.					
5	Capricorn District Municipality managers are committed to the IDP program.					
6	Capricorn District Municipality councilors are committed to the IDP program.					
7	Capricorn District Municipality staff knows and believe in the IDP as a development tool.					
8	Traditional leaders within Capricorn are committed to the IDP.					
9	Community members of Capricorn are committed to the IDP.					
10	The IDP program has a budget.					
11	The role of the IDP in community development is well understood by communities.					
12	Do you agree that IDP accelerate service delivery?					
13	Do you agree that members of the communities understand the IDP program?					
14	Do you agree that communities of Capricorn district participate in the IDP program?					
15	Do you agree with the IDP of Capricorn District Municipality?					
16	Do you agree with the IDP objectives of Capricorn District Municipality?					

Section D:

The following statements are related to the Sources of Municipal and Community Needs. Use the rating scales below to answer each of the questions:

		YES	NO	Uncertain
1	Municipal and community needs are sourced from communities			
2	The municipal council is not competent to prioritize community needs			
3	Municipal managers are not competent to source out community needs			
4	Communities are not competent to determine their own needs.			
5	Traditional leaders are not competent to source out community needs.			
6	Only a few members of the community are competent to source out the needs.			

7	Community needs are best sourced out by external consultants.			
8	The budget of the IDP program is too small to meet municipal needs.			
9	IDP program is difficult to formulate and implement.			
10	IDP program is essential for community development.			
11	Municipal officials and community members should be trained for the IDP program.			
12	Do you know the needs of your community?			
13	Does your municipal councilor discuss community needs with people?			
14	Are you satisfied with the way needs are sourced by municipality?			
15	Do you agree with the priorities of community needs?			

Section E:

The following statements are related to IDP Is tool for Community Development. Use the rating scales below to answer each of the questions: **SA = Strongly Agree, S = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree**

		SA	A	N	D	SD
1	The IDP is the best tool for community development.					
2	All development is as a result of an IDP.					
3	Development cannot be done without the IDP.					
4	The IDP is introduced to improve the quality of life.					
5	The IDP should be revised from time to time.					
6	There is a budget for IDP.					
7	The budget of IDP is always overspent.					
8	The budget of IDP is always underspent.					
9	The IDP has support from the national and provincial government.					
10	The governance of IDP is governed effectively and efficiently.					

Thank you for your time and participation.

2016/17 IDP/BUDGET REVIEW ACTION PROGRAMME

IDP/BUDGET REVIEW PROCESS PLAN 2016/17

Below is a summary of the key activities to take place in terms of the 2016/17 IDP Process:

ACTIVITY	DATE	RESPONSIBILITY
1 st IDP Rep Forum (to present IDP/Budget Process Plan)/ Awareness campaign	14 September 2016	Municipal Manager
Approval of draft IDP & Budget Process plan	27 September 2016	Executive Mayor/Council
Tabling and approval of the Annual Performance Report by Council	27 September 2016	Municipal Manager /Council
IDP Management working committee (Strategic Planning Session)	August 2016	IDP Managers and officials of all local Municipalities within the district
Submission of 1 st quarter performance report to council for noting	October 2016	Municipal Manager/Council
Departmental strategic planning session (Review status quo, analysis, strategies and projects and budgets)	23 Jan- 03 Feb 2017	Management, Departments and Portfolio committee
Analysis of budget (adjustment consideration)	6 December 2016	Budget committee
2015/16 Draft Annual Report	December 2016	Mayoral Committee/Council
Public hearings on 2015/16 Annual Report		Municipal Manager /Council
Submission by departments for budget adjustment, 2016/2017 draft projects and MTRREF budget plans	February 2017	All Departments/Executive Managers
Consideration of budget adjustment	February 2017	Mayoral Committee
Budget adjustment	26 January 2017	Budget committee
Tabling and approval of the Draft Annual Report, Mid-year performance report, Policy review process plan and SDBIP process plan to Mayoral Committee and Council	25 January 2017	Mayoral Committee/ Council
Review of 2016/17 Organizational Performance on IDP and Budget	February 2017	Management/Municipal Manager
Submission of reviewed 2016/17 SDBIP aligned to budget adjustment to Council for noting	24 February 2017	Executive Mayor/ Council

Review of budgets related policies	January-March 2016	All Departments
Management Strategic Planning Sessions(Review strategies and projects and 1 st Quarter report)	22-23 February 2017	Management Team
2 nd IDP Rep Forum (IDP Status Quo Report and 2 nd Quarter Report/ awareness session)	09 March 2017	Executive Mayor
Draft IDP, Budget and budget related policies presented to portfolio committees	March 2017	Executive Managers
Consideration of draft budget.	02 March 2017	Budget Committee
IDP/Budget engagement with Councillors (1 st Draft)	15 March 2017	Municipal Manager/Council
Presentation of Draft Budget/IDP 17/18 and budget related policies to Mayoral Committee	Proposed date 23 March 2017	Municipal Manager/CFO
Tabling of 1 st Draft 2017/18 IDP/budget related policies to Council	29 March 2017	Executive Mayor/Council
Tabling of 15/16 Annual Report	29 March 2017	Executive Mayor/Council
IDP/Budget Public Consultations	24-28 April 2017	Speaker's Office, Councillors, Budget Committee, Management, relevant officials and stakeholders
3 rd IDP Rep Forum (Draft IDP/Budget and 3 rd Quarter report)	04 May 2017	Executive Mayor
Organisational Strategic Planning Session (finalize the Budget after inputs from public consultation)	08-09 May 2017	Executive Management/Mayoral Committee
Consideration of final budget.	11 May 2017	Budget Committee
Presentation of final draft IDP/Budget to Portfolio Committee	Proposed dates 10-16 May 2017	Executive Managers/MMCs
Presentation of Final draft IDP/Budget to Mayoral Committee	Proposed dates 19 May 2017	Mayoral Committee
Approval of Final 2016/17 Reviewed IDP/budget, draft SDBIP, and draft performance agreements.	26 May 2017	Executive Mayor/Council

Submission of approved IDP/Budget to MEC for Cooperative Governance, Human Settlement and Traditional Affairs and to National and Provincial Treasury	05 June 2017	Municipal Manager
Publish and distribute approved IDP/Budget	June 2017	Municipal Manager and CFO
Approval and submission of Final 2016/17 SDBIP	June 2017	Executive Mayor
Submission of draft performance agreements to the Executive Mayor	June 2016	Municipal Manager
Submission of final performance agreements to the Executive Mayor	July 2016	Municipal Manager

IDP/BUDGET PUBLIC CONSULTATION MEETINGS

CONSULTATION	DATE	TIME	VENUE
1 st IDP Representative Forum	14 September 2016	09h00	To be confirmed
Approval of draft IDP & Budget Framework/Process plan	27 September 2016	10h00	Council Chamber
2 nd IDP Representative Forum	09 March 2017	09h00	To be confirmed
Draft IDP/Budget 2017/18 engagement with Councilors	16 March 2017	09h00	Council Chamber
Tabling of 1 st Draft 2017/18 IDP/budget related policies to Council	29 March 2017	10h00	Council Chamber
Sector Departments and Parastatals	24 April 2017	10h00	To be confirmed
Traditional Leaders	25 April 2017	09h00	To be confirmed
Business and Academic Institutions	26 April 2017	18h00	To be confirmed
NGO/CBOs	28 April 2017	10h00	To be confirmed
3 rd IDP Representative Forum	04 May 2017	09h00	To be confirmed
IDP/Budget Adoption by Council	26 May 2017	10h00	Council Chamber

STRATEGIC PLANNING SESSIONS

PLANNED ACTIVITY	DATE	TIME	VENUE
Departmental Strategic Planning Sessions (Review IDP Status Quo/Analysis, Strategies, Projects and Budgets)	23 January - 03 February 2017 (2 days per department)	08h30-16h00	To be confirmed
Management Strategic Planning Session	22-23 February 2017	08h00-16h30	To be confirmed
Organizational Strategic Planning Session	08-09 May 2017	08h00	To be confirmed

INTER-GOVERNMENTAL RELATIONS (IGR)

PLANNED ACTIVITY	DATE	VENUE	RESPONSIBLE UNIT
MM's Forum	•	CDM, Council Chamber	IGR Unit/SEMS
District IGR	•	Council Chamber	IGR Unit/SEMS

SCHEDULE OF MEETINGS

IDP MANAGEMENT MEETINGS AND STRATEGIC PLANNING SESSION

DATE	TIME	VENUE
August 2016	08h30	To be confirmed
October 2016	08h30	To be confirmed
February 2017	09h00	To be confirmed
June 2017	09h00	To be confirmed

DISTRICT DEVELOPMENT PLANNING/ IDP ENGAGEMENT FORUMS

DATE	TIME	VENUE
July - September 2016	10h00	To be confirmed
October - December 2016	10h00	To be confirmed
January - March 2017	10h00	To be confirmed

IDP/BUDGET REVIEW STEERING COMMITTEE MEETINGS

DATE	TIME	VENUE
6 December 2016	10h00	Executive Mayor 's Boardroom
26 January 2017	10h00	Executive Mayor 's Boardroom
11 May 2017	10h00	Executive Mayor 's Boardroom

Letter of approval from CDM

Annexure E

CAPRICORN DISTRICT MUNICIPALITY



41 Biccard Street
P O Box 4100
POLOKWANE
0700

Tel: (015) 2941059
Fax: (015) 291 4297
Web: www.cdm.gov.za
E-mail: todo@cdm.org.za

Ref nr: 4/2/1

Enquiries: Skosana C

Mr. RS Nembundani
P.O Box 450
SIBASA

Sir,

REQUEST TO CONDUCT RESEARCH IN THE CAPRICORN DISTRICT MUNICIPALITY

1. Your letter dated 25 May 2015 bears reference.
2. Please be informed that your request as stated above has been approved.
3. Please ensure that all ethical protocols are followed in conducting your research.
4. For the purpose of contact with the municipality please liaise with the Executive Manager: Development Planning and Environmental Management Services (Ms. Nokuthula Shiburi). Please contact her at (015) 294 1063 and via email mazibukon@cdm.org.za
5. Please do not hesitate to contact my office should you have any challenges in this regards.
We wish you well in your studies. Please do send us the copy of your study after completion.

Kind regards,



MAVIS MATLALA
ACTING MUNICIPAL
MANAGER

18/06/2015

DATE

