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Investigation into the success and failures of Integrated Development Plans (IDPs) as a Service Delivery Tool in Makhado Local Municipality

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A Mini Dissertation (URP 4740) submitted in partial requirement for the award of the Bachelor of Regional Planning (B.URP) in the School of Environmental Science, University of Venda.

Supervised By: Prof. P Bikam

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DECLARATION

I Thandeka Venus Ngobeni hereby declare that this mini dissertation for the award of Urban and Regional Planning Degree at the University of Venda has not previously been tendered by any person for a degree at this university or any other university. I further declare that this thesis is my own work in design, structure and execution and all materials and resource contained herein have been acknowledged.

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ABSTRACT

Integrated Development Plans were made a legal requirement for municipalities in the Local Government Transition Act: Second Amendment Act, 97 of 1996, their conceptualization at a policy level was very limited. Thus, the requirements for IDP overlap to some extent with the planning requirements of the Land Development Objectives (LDOs) as established by the Development Facilitation Act, 67 of 1995. It has emerged as one of South Africa's development magic bullet that strives to overcome a number of development anomalies created during the apartheid era. Basic service and infrastructure delivery is one of the issues which an IDP has to address as required by the legislation. Some of the problems related to the IDP is not meeting the targets set in the IDP, with respect to service delivery and whether outputs are achieved, whether standards met, performances monitored, measured and evaluated and whether the IDP is credible in the first place.

This study investigates the level of the success or failure of Makhado local municipality in attaining the Millennium Development Goal (MDG) in terms of the implementation of the IDP to achieve the service delivery targets. The discussion focuses on the success or failures in relation to the framework provided in the IDP in relation to service delivery issues and the credibility of the IDP in the six Key Performance Indicators. We have assessed Makhado local municipality IDPs from a base year of 2008 to determine whether services delivery projects listed in those IDP were successfully implemented or not. In terms of service delivery projects in Makhado's IDP the analysis shows that some projects were carried out successfully while others are not successful delivered. The failures were due to lack of funds and budget, political intervention; corruption by private service provides executing projects and change of priorities. Other service delivery projects were just wish list in these IDP without budget and some projects were replaced by others, without concerns to the local needs of the communities. The study suggests a number of measures and recommendation in chapter six of the report to address the challenges at a global and at the municipal level.

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LIST OF ACRONYMS

CBD	Central Business District
CTAs	Community Tourism Associations
DFA	Development Facilitation Act
DM	District Municipality
FBE	Free Basic Electricity
GEAR	Growth, Employment And Redistribution
IDP	Integrate Development Plan
KII	Key Informant Interview
KPA	Key Performance Area
LM	Local Municipality
LTT	Louis Trichardt Town
LUMS	Land Use Management System
MIG	Municipal Infrastructures Grant
NGOs	Non-Governmental Organization
NSDP	National Spatial Development Perspective
PGDS	Provincial Growth Development Strategy
RDP	Reconstruction and Development Programme
SAPS	South Africa Police Station
SDF	Spatial Development Framework
SMMEs	Small Medium and Micro Enterprise
STATSSA	Statistic South Africa
VIP	Ventilated Improved Pit

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CHAPTER 1
GENERAL INTRODUCTION

1.1 Introduction

In South Africa and since the democratic government in 1994, the Integrated Development Planning (IDP) has emerged as one of South Africa's development magic bullet that strives to overcome a number of development anomalies created during the apartheid era. Many development practices across the globe have been advanced within various typologies of IDP frameworks as a tool for service delivery. When the success and/ or failure of service delivery with respect to the IDP is discussed the most significant question to ask is whether or not services provided since 1996 in south Africa have been adequately provided. Some of the problems related to not meeting the targets set in the IDP, with respect to service delivery are whether outputs are achieved, whether standards are met, whether performances are monitored, measured and evaluated and whether the IDP is credible in the first place (Yvonne, 1999: p16).

In a report by the (Department of Housing 2004), it was indicated that in order for South Africa to meet its Millennium Development Goal (MDG) in terms of service delivery as outlined in chapter 7 of Agenda 21, the country should provide infrastructure services to the people and reach the expected target by 2014. South Africa's response to meet the MDG target in south Africa include the provision of adequate shelter for all and adequate provision of services to the residents including a list of services and projects to be implemented in each municipality (Adams, 1994: p9).

This research investigates the level of the success or failure of local municipalities in attaining the Millennium Development Goal (MDG) in terms of the implementation of the IDP to achieve the targets. The discussion focuses on the success or failures with regard to the framework provided in the IDP and in relation to service delivery issues and the credibility of the IDP in the six Key Performance Indicators. In order to achieve this, the case study of Makhado Local Municipality (LM) in Vhembe District municipality

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in Limpopo Province was used to ascertain whether services listed in the IDP from a base year of 2008 to 2012 were successful or not.

1.2 Background of the problem

A review and study of IDP's practices at the Makhado Municipality reveals that it is predominantly technical in nature. The study of IDPs from 2008-2010 shows that the process of ascertaining that services are rendered depends on the credibility of the IDP as follows:

- IDP credibility framework by CoGTA
- The availability of sector plans,
- The status of the IDP,
- The quality of the review of the IDP
- The IDP and the budget linkages to projects, and
- The relationship/ making connections

The IDP process focuses (at least on paper) more on the control use of land through a range of complicated statutory mechanisms; social and economic development; and the perceived needs of the privileged groups in society (provision of basic services).

The shortage of qualified municipal officials in Makhado municipality and non-filling of vacant positions because of lack of skills and experience staff has added to the challenges of the implementation of service delivery backlogs. Some of the projects listed in the IDP are just a wish list because some projects stated in the IDPs have not been achieved and they are not specific to meet the aspiration of the community, however, this is sometimes due to political interventions and shortage of funds and poor budgeting.

The South African government has set the Millennium Development Goal (MDG) and the implementation of the IDP to achieve the 2014 targets. This means that local municipalities in their jurisdiction should use the MDG as the target guide in order to achieving service delivery. Therefore, the failure and success of the Makhado

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municipality in delivering services to the people is dependent on the credibility of the IDP and the implementation of the project listed in the IDP. This study however, seeks to unravel the realities of Makhado municipality by investigating the success and failure of the Integrated Development Plans.

1.2.1 Statement of the problem

An assessment of Makhado IDPs from 2008-2011, shows that only two (2) IDPs were credible. It was only in 2008 and 2011 that the IDPs processes in Makhado LM were credible. This means that without the credibility of the IDP service delivery cannot be achieved successfully.

1.2.2 Exposition of the problem

There are few qualified and experience staff in Makhado municipality to drive the IDP process. The reason for the non-filling of vacant positions is related to non-retention benefits to staff moving to greener pastures. Note that without a steady and dedicated staff the implementation and monitoring of service delivery to meet set targets will not be achieved (Makhado IDP, 2011/12).

Since 2008 the projects are sometimes just a wish list. They are not specific to meet the aspirations of the residents. This is because yearly targets are not set to be achieved, but for compliance thus, many projects are left un-implemented. There are a number of projects that were not completed on or before time but listed in the IDP. However, this is because of different issues affecting IDP projects. There are high backlogs of service delivery in Makhado municipality. The reason for these enormous backlogs is not known and will be investigated in the research.

One of the problems related to poor service delivery is inadequate intergovernmental relations (IGR). In Makhado LM, it is difficult to access information easily because the framework for horizontal and vertical IGR is not adequate. This creates communication gaps that affect participation in the IDP process.

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One of the problems of the failures of service delivery is political intervention in the choice of consultants to deliver services. This leads to services not completed on time or the quality of the work may not meet legislative norms and standards. In view of the problems of service delivery discussed above, the problems can be summarized as follows:

- The credibility rating of some of the IDPs in Makhado from 2008 to 2010 has been very low,
- The institutional capacity of Makhado LM cannot guarantee adequate and effective service delivery,
- Some of the IDPs contain many project wish lists because projects were not carefully selected and prioritized to meet the needs of the local residents,
- The yearly outputs for service delivery target are not met due to poor contractual work agreements and political interference in the selection of consultants,
- In Makhado LM yearly service delivery targets, are not met because there are deviation from the set goals and objectives and inadequate funds.

1.2.3 Significance of the study

Considering the current service delivery protests across the country, it is imperative that a study on service delivery is undertaken to unpack whether the residents have access to such services or not. This is because where services have not been successfully delivered there is no access and consequently there is failure in serving the people.

The results of the study will therefore add value to knowledge in the sense that if lack of access to service delivery is as a result of poorly delivered services, we can be in a position to advice the municipality on the way forward. It is also expected that the results will indicate if the required services are listed in the IDP document of Makhado Municipality. In addition to this, the municipality will be able to use the research results for forward planning and better access to services.

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1.3 Aim and objective of the study

The goal and aim of the research have been provided below to guide the reader on what we intend to achieve at the end of the research.

1.3.1 The goal of the study

The goal of this research is to investigate the success or failure of service delivery in Makhado LM. Under this aim the following specific objectives would be achieved:

1.3.2 The study objectives

- To assess the credibility of the IDP in Makhado LM from 2008-2011,
- To determine the institutional capacity of the municipality to drive the IDP process to achieve service delivery,
- To determine if the IDP has the required lists of projects per KPA for service delivery,
- To determine the availability of funds for service and projects,
- To determine if the IDP meets the yearly service delivery targets set out in the IDP from 2008 to 2011 (MTAS)
- To assess the impact of the success or failures of service delivery with the aim of making recommendations where appropriate

1.4 Research questions

The research questions stated below were used to investigate whether the IDP as a planning tool was used by the Makhado local municipality to provide basic services like water, sanitation, energy, refuge removal, housing and electricity. It was assumed that if there was no access by the targeted population to the services delivered it was considered that is a failure and vice-versa. This is however, dependent on the credibility of the IDP. The following questions were crafted as a means of achieving the goal of the research.

- Does the credibility of the IDP impact on the quality of service delivery in Makhado LM?

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- Does Makhado LM has the institutional capacity to drive the IDP process to achieve service delivery
- Is the list of projects in the IDP the required projects in the local municipality?
- Does the local authority in Makhado provide the required budget to implement the projects listed in the IDP?
- Does the municipality meets the yearly service delivery target from 2008-2011?
- What is the impact of service rendered in Makhado LM?

Note that the above mentioned research questions were unpacked using the Makhado LM, IDP from 2008 to 2011 documents.

1.5 Background of the study area

The name Makhado refers to the Western Venda King Makhado Tshilwavhusiku tsha ha Ramabulana (b.1840) who ruled over the area from 1864 until his death in September 1894. Makhado played a role in resisting Boers settlement in the area. King Makhado called him the "Lion of the North." The creation of Louis Trichardt in the immediate aftermath of the Boer military victory dislodging Makhado's son Mphephu in late 1898 is however, the primary source of consternation over the name, leaving it as Louis Trichardt and is an affront to Vha-Venda who feel it celebrates aggression towards a whole culture, and changing it to Makhado provoked consternation on the opposite side for precisely the same reason (Jude Fokwang, 2005: p22).

Makhado LM is located in a highly fertile, rapidly growing agricultural area. In the town has become one of Limpopo's premier business and tourist destination and is the perfect springboard from which to visit the Songozwi sacred burial site of the Vha-venda, as well as Makhado's office; a secluded cave from where the chief conducted his campaign against the Voortrekkers.

Makhado LM is located within the Vhembe District Municipality. It was established in year 2000 in terms of the provisions of the Local Government Municipal Structures Act,

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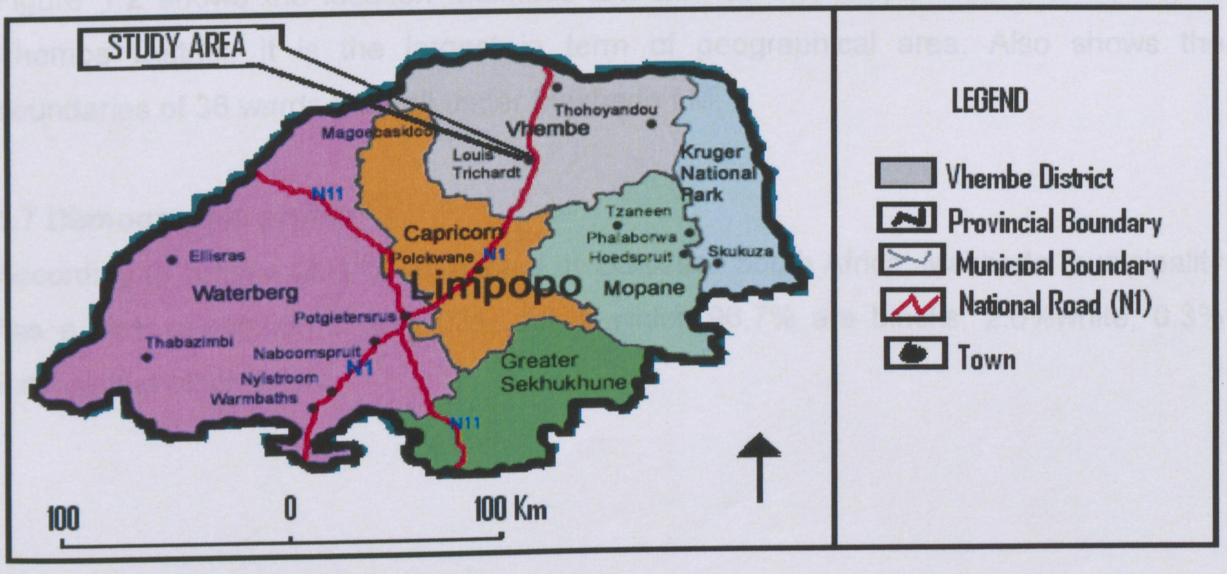
117 of 1998 Section 12, as a Local Municipality. The administration offices of the municipality are within the Louis Trichardt CBD (Makado IDP, 2008-2012).

The Makhado Municipal area is characterized by rural settlement patterns, enormous backlogs in basic household infrastructure and services, discontinuous land uses, concentration of taxable economic resources in the town and on its periphery are scattered concentrations of extreme rural and urban poverty and the apartheid legacy that confronts the local government.

1.6 Geographic location

Makhado municipality is located in the Limpopo Province. It is bounded on the north by Musina municipality, on the south by Molemole municipality, on the west by Thulamela municipality and on the east by Molemole municipality. The head office of the municipality is situated in Louis Trichardt town. It covers an area of 856.38 km2. 37 wards make up the municipality. The national road N1 divides the land into two old and new towns the make up the town. Figure 1.1 and 1.2 shows the location of Makhado municipality.

Figure 1.1: Location of the study area from the Provincial Map



Source: GIS Section (University of Venda), 2011

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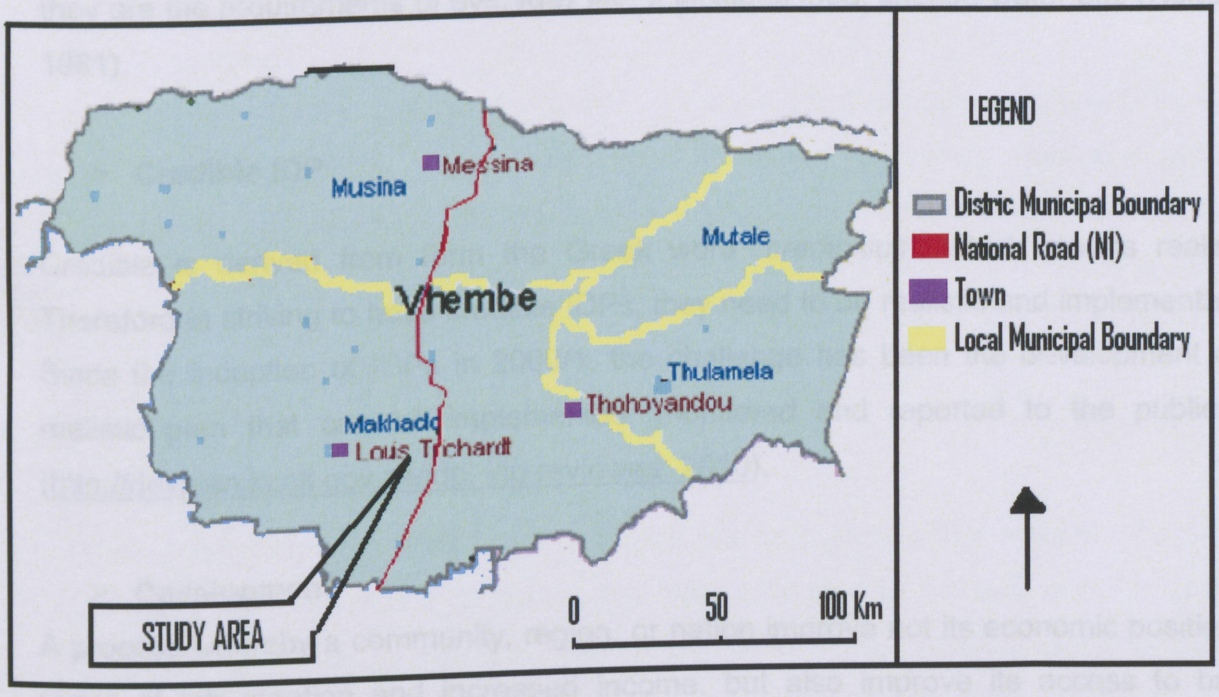
Figure 1.1 shows that Makhado LM is located at the extreme left of Vhembe DM and it is one of the town that the N1 (National road) passes through.

Figure: 1.2 Location of the Study Area



Source: GIS Section (University of Venda), 2011.

Figure 1.2 shows the location Makhado LM with as one of the local municipality in Vhembe District. It is the largest in term of geographical area. Also shows the boundaries of 36 wards that fall under Makhado LM.

1.7 Demographic profile

According to census (2011), conducted by Statistics South Africa; Makhado municipality has a total population of 516 031, out of which 96.7% are blacks, 2.6%white, 0.3% Indians and other 0.3%.

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1.8 Definition of key terms

The terms used in this research project are defined in the following context:

- **Basic services**

Refers to those fundamental requirements that serve as the foundation for survival, they are the requirements of everyday life. It includes food, shelter, water etc. (Hoadley, 1981).

- **Credible IDP**

Credible is derived from form the Greek word "*crediculus*", which means realistic. Therefore in striving to have credible IDPs, they need to be realistic and implementable. Since the inception of IDPs in 2000/1, the challenge has been the development of a realistic plan that can be implemented, monitored and reported to the public on (http://devplan.kzntl.gov.za/idp, idp reviewed. 2010).

- **Development**

A process whereby a community, region, or nation improve not its economic position in terms of job creation and increased income, but also improve its access to basic services such as health, education, and cultural opportunities, and reduces level of inequality. Importantly, in order to be sustainable, it requires participation by beneficiaries, including woman and the educated, in decision about the type of improvement envisaged, as in its implementation. Developments need to be ecologically sound to ensure that future generation will also benefit (Marcus et al, 1996).

- **Full services**

Complete full services this are services have high costs to the residents this includes in house water, full water born sanitation, paved/tarred & kerbs. These kinds of services are found in the high income resident (Hoadley, 1981).

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- **Intermediate services**

Levels higher than the basic level represent increased convenience for service users. Health and safety benefits to the users may also increase, but this is not necessarily the case, this service includes yard taps, VIP toilets and collection of by contractors (Hoadley, 1981).

- **Integration**

Integration is removing barriers to schooling, housing, and employment which formerly segregated races, particularly Blacks and sometimes Hispanics, from the general society, dominated by Whites in the United States. Integration includes encouragement of free and equal association, equal access to public facilities and housing in any neighbourhood, equitable employment, promotions and pay levels, as well as racial mix in schools (Young, 1995).

- **Integrated Development Plan**

Integrated Development Planning is an approach to planning that involves the entire municipality and its citizens in finding the best solutions to achieve good long-term development (Toolbox, Local Government in South Africa, Integrated Development Planning for Local Government, Undated).

- **Local municipality**

A local municipality could be defined as municipality that excise its executive and legislative authority in the area of a district municipality within whose area it falls (South African Government and Administration by Cloete, Thornhill, 2005).

- **Spatial Development Framework**

It's a component within an IDP which indicates both to the municipality and to the public where certain types of land use and associated development are permissible and where certain activities are unlikely to be permitted. It is forms the basic land use management and serves as a guide to inform the municipality in its decision on land development (Municipal system Act 32 of 2000).

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- **Service delivery**

Provision of services by municipalities including water, sanitation, sewage collection, electricity & gas supply, storm water drainage, health services, recreation and so forth. These services have a direct and immediate effect on the quality of the lives of the people in that community (Education and training unit, 2001).

1.9 Outline of the research report

The research report is packaged into six chapters as follows:

Chapter I: Provides the introduction, the general background to the study, the delimitation of the research, the scope, and the statement of the problems, and the objectives to be achieved.

Chapter II: Provides the definition of the details of the methods that will be used to determine the research results. This will include stating the appropriate method suitable for a research of this nature, the type of literature that would be needed and the statistical data presentation.

Chapter III: Present the analysis of the theoretical basis for the research through relevant books, IDPs, and the worst cases of the success and failure of service delivery across the world including South Africa.

Chapter IV: Present concise descriptions of the geographical areas of the local municipality i.e. Makhado LM as well as the analysis of the services existing in the municipality.

Chapter V: will be the presentation of data on the socio-economic characteristics of Makhado municipality including demographic coverage. The presentation of data on the IDPs and access to basic services will be analysed in this chapter. The unpacking of the research questions will be undertaken and conclusions drawn from the data. Similarly,

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the result of the questionnaires administered to respondents will be unpacked and the results of their access to service discussed.

Chapter VI: It is the summary, recommendations ad general conclusions of the research will be based on the findings derived from chapter I to V in the report. The findings will outline the objectives in chapter one and how they were achieved. This will be in addition to the testing of the research hypothesis and the respondent's opinion survey.

1.10 Conclusion

The aim of this chapter was to introduce the topic which deals with an investigation into the success or failures of Integrated Development Plan as a tool to plan and speed-up service delivery in Makhado municipality. The topic was broadened up so to come up with the suitable aim and objectives. The study problem was outlined to indicate the direction of the research and the issues and needs to be researched. The maps illustrate the geographic context of the research and the research design logic gives the interdependencies of the challenges in the local municipality.

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CHAPTER 2

RESEARCH METHODOLOGY

2.1 Introduction

According to Bailey (1978. p32) methodology is a philosophical process of research that includes the assumptions and values that serve as rationale the researcher uses for collection and interpretation of data and reaching conclusions.

This chapter presents the methods and tools that have been used for undertaking this study. The collection of data in the study areas, the analysis of the result, the presentation of the data collected, the interpretation and analysis of the results were all presented. In this research both primary and secondary data were collected to cover a wide area and to ensure a fairly good coverage of the subjects.

2.2 The rationale for the choice of IDP as a service delivery tool

The Municipal System Act 32 of 2000 requires that a municipality prepares a five year IDP where it is revised on a yearly basis. The revision is to enable the municipality to factor in projects suggested by the local residents as well as capital projects from the various spheres of government. Service delivery as we have read in the definition of terms is one of the key measurable elements of IDP. It is therefore imperative that a research like this should reveal the success and failure of the IDP as a service delivery mechanism. This was chosen to determine if the IDP as a tool is used further the goal of service delivery at the local level.

2.2.1 The notion of success or failures of IDP

The notion of the success or failure of an IDP is dependent on the availability of the system and resource put in place to implement the contents these in. An IDP fails where there is no fund/budget, the required human capital and the appropriate projects that are implemented and not just list of projects.

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An IDP is successful when the municipality understands the fundamental characteristics and criteria for a successful IDP, Constitutional and policy mandate for a developmental local government. Its role and place in the regional/provincial and national context, is that it is a clear strategy that is valid ("stood the test of time") to address the local challenges. It's clearly articulate deliverables/milestones that are measurable, with a budget and implementation plans, a monitoring system (tracking progress, success and blockages) and utilizes its functional communication and participation mechanisms. The research unpacks whether these qualities of an IDP were implemented in such a way that the success and failures stories could be deduced as lessons for other municipalities.

2.2.2 The nation of Credible IDP

The department of provincial and local government is striving to address the issue of poor quality of IDPs in all local municipalities by introducing the Evaluation Framework which is intended to serve as a tool to guide the drafting, design, improvement and assessment of a credible IDP (DPLG, IDP Guide Pack: 2001). Therefore all municipalities IDPs should be evaluated in terms of the credibility because some IDPs are just "wish list" for and, not linked to a budget. Some of the projects are unrealistic, and the powers and functions in the local municipality not conform to the practical and suitable organogram that fit the municipality to function properly. The study investigates the modalities of the credibility of IDP to ensure that it is implementable. The research unpacks what constitutes a credible IDP.

One of the issues that were investigated through the literature is the service delivery protests that are witnessed in some part of the country. Usually, the first port of call is the local municipality offices even if the service to be delivered do not seat with the local municipality. In some cases if the municipality is not a water service provider it cannot respond positively. What then are the mandates of the municipality and are they clearly stated in the IDP process to distinguish between National, Provincial and Municipal mandates? Such questions were investigated to know if the expectation from an IDP

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which is just a document is not over emphasized when it is the municipal officials that document the IDP and implement the contents.

2.3 Data collection methods

Both the data collection methods that were used to undertake this study included primary and secondary data. Primary data collection includes interviews, survey, checklist, observations, and questionnaires. A random sampling procedure was followed during the collection of data. Secondary data collected includes the literature review of case studies in other countries with reference to the success or failure of service delivery. Text books, journals articles, government publication and internet resources were relevant and have direct or indirect link with the IDP information of service delivery were collected and read to deduce the implementation of service delivery.

2.3.1 Primary data source

Primary data source include: self-administered questionnaires, key informants interview, focus group discussions, maps, photographs, checklists and field observations. Questionnaires were prepared and distributed to Makhado residents and community representatives in order to get their views on the matter under discussion. The key informant interview includes conducting an interview with municipal officials such as the Town planner, Municipal Manager, IDP Manager and different departments under different KPAs of the IDP. Focus group discussion was conducted. Photographs were taken with the aid of a digital camera and maps used as a means of showing location of the study area, and existing features and some of the services rendered like, good and poorly maintained roads, parks and gardens, basic water supply etc. to determine if such were well provided for.

2.3.1.1 Field observation survey

The author undertook a field observation in selected areas and services to get a feel of the type of services rendered in Makhado LM. The observation was done in ward 5, 33, 4, 9, 28, 19, 21, 13, 2, and 8 to observe type and qualities of services delivery rendered,

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and discussions were held with local residents to assess their service delivery perception in Makhado LM. It was also an opportunity for the author to see at what level services like basic electricity, basic water, basic sanitation etc. were delivered in the Municipality.

2.3.1.2 Administration of questionnaires

Two set of questionnaires dealing with the success and failures of an IDP as a service delivery tool were administered at Makhado sampled wards. Questionnaires included open-ended and close-ended questions. Open-end questions (appendix II) were administrated to the community representatives whereas the close-end questions (appendix 1) were administrated to the residents of Makhado community.

The researcher and three other enumerators or assistants administered the questionnaires to the respondents. Out of 150 all questionnaires distributed, 145 were returned and correctly filled. This represents 96.6% of the total questionnaires distributed;hence we can say that it is a true reflection of the selected communities at the fine of the research.

2.3.1.3 Questionnaires administrated to Makhado communities

A total of 150 questionnaires were distributed in10 wards in Makhado LM. The number of questionnaires distributed was proportional to the population of the respective wards. This was done to ensure that a large geographic areas where covered. The Stratified Radom Sampling method was used where; the wards were selected for optimum geographic coverage and random sampling where each household was selected randomly but from a constant interval to ensure all sectors of the community were research from a representative point of view. Table 2.1 below shows the distribution of questionnaires in the sampled wards of the local municipality.

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Table 2.1: Questionnaires administrated to sampled wards

Makhado LM	Population	NQD	NQD%	NQR	NQR%
Ward 5&33	46683	47	31.4	45	31
Ward 4&9	18251	21	13.3	20	13.8
Ward 28&19	18099	19	12.3	19	13.1
Ward 21&13	32250	33	22	32	22.1
Ward 2&8	28603	30	20	29	20
Total	**143886**	**150**	**100**	**145**	**100**

Source: Authors field data and STATAS; 2011

Key: NQD = number of questionnaires distributed

NQR = number of questionnaires returned

Table 2.1 shows that the resident in the above sampled wards were responsive in returning the questionnaires. The numbers of questionnaires distributed in the sampled wards were 150 and the numbers of questionnaires return and analysed were 145, this indicated that only five questionnaires were not returned. The respondents responded well to our questionnaires because each questionnaire was given to each individual personally and in a situation where he/ she could not write in was interpreted by the local enumerator and correctly filled.

2.3.1.4 Questionnaires distributed to Makhado Ward Councillors

The second set of questionnaires was administrated to the community representatives such as the traditional leaders, and the community developers. In cases where the researcher could get hold of the ward councillor, these people were helpful. A total number of 10 questionnaires were distributed to sampled Ward Councillors. The questionnaires served the purpose of determining the institutional capacity of Makhado to drive the IDP process to achieve service delivery and to assess the impact of the success or failures of service delivery with the aim of making recommendations where appropriate.

The aim of contacting some of the ward councillors was because they represent the ward and communities. They take the ward problems in terms of services and table

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them at the municipal council. They are also responsible for ensuring that services are rendered at their wards level and ensure that projects are listed in the IDP. They also mobilized their residents to attend public participation when the content of the IDP is represented at the ward level.

This has also helped in finding out if public participation by the different stakeholders in the IDP process is active or not and participation in the IDP process impact on access to service delivery in Makhado LM.

2.3.1.5 Opinion survey

Opinion survey was conducted with different people in the study area, contractors, municipal officials and NGOs. The main purpose of this survey was to obtain the people's view, believes attitude or judgments on the success or failures of IDP as a service delivery tool. This enables us to get the general views of the cross section of the Makhado community.

2.3.1.6 Key Informant Interview

Interviews were conducted with different municipal officials in Makhado Municipality. Some of the interviews were conducted using telephone because some of the municipal officials were not available in their offices when the researcher went to the municipality to conduct the interviews. The interview with the Municipal Manager, Director, the IDP manager and different department (LED, SDF, Town Planners, and Financial Management) were conducted.

The main purposed of these interviews was to obtain information from different units of the municipality. The entire interview to different Municipality officials were very important to determine how the IDP was implemented and whether the processes were followed. The information gathered were on the project lists in the IDP and on the KPAs. It was also to find out if they have the required and qualified warm bodies in the organogram, what incentives schemes do they have and if there is IGR in the municipality as well as buy in of the IDP process in other sectors of the municipality.

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2.3.1.7 The IDP key performance checklist

For the Integrated Development Plan to be credible it must consist of the KPAs which are Spatial Development Framework/Rationale, Service Delivery and [Infrastructure Framework/Plan], Sustainable Economic Growth and Development and LED, Financial Viability, Institutional Arrangements, and Governance and Organizational Development. The checklist method was used to investigate whether the Makhado LM (2008-2011) IDPs had projects under each KPA or whether all departments were active. In order to know whether the IDPs were credible or not we decided to use the Evaluation Framework of 2009 to determine Makhado IDPs credibility. Table 2.2 shows the methods used to check the credibility of the IDPs from 2008 to 2011 its relevance to IDP credibility.

Table 2.2: key performance indicators checklist

KPAs	Conditions and quality of KPA in IDPs											
	2008/2009			2009/2010			2010/2011			2011/2012		
	Poor	Satisfied	Good	poor	satisfied	Good	poor	Satisfied	good	Poor	satisfied	good
SDF	√			√			√			√		
Service delivery and infrastructure	√				√			√		√		
LED	√			√			√				√	
Financial viability	√			√				√			√	
Institutional arrangement		√			√					√		
Governance and organisational development		√			√		√			√		

Source: MakhadoLM,2008-2012 IDP

Table 2.2 above show how each KPA and the condition and quality of indicators were rated during the secondary data assessment of the IDPs. Key performance indicators were rated according to the success or failures of service delivery projects appeared in the IDPs.

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2.3.1.8 Checklist method for the condition of service delivery and infrastructure survey

An observation checklist was used to check the current conditions of the basic service delivery and infrastructure. The checklist was produced to identify the current accessible different basic services and infrastructure, whether they meet the standards and to identify the challenges faced by the people of Makhado municipality. Table 2.3 illustrates the checklist concept used in this research and interpreted in chapter five.

Table 2.3: Conditions of service delivery checklist

Access to Service delivery	Service level	Conditions of service rendered to resident				
		Ward 5&33	Ward 4&9	Ward 28&19	Ward 21&13	Ward 21&13
Basic water	Basic					
	Intermediate					
	Full					
	Below basic					
Free basic electricity	Basic					
	Intermediate					
	Full					
	Below basic					
Basic sanitation	Basic					
	Intermediate					
	Full					
	Below basic					
Basic transportation	Basic					
	Intermediate					
	Full					
	Below basic					
Basic housing	Basic					
	Intermediate					
	Full					
	Below basic					
Basic health care and HIV/AIDS treatment	Basic					
	Intermediate					
	Full					
	Below basic					

Source: Author's field data, 2012

The condition of services rendered to the local resident in Makhado LM was gauge against their perception of how they rate the quality of service rendered and their sustainability and maintenance.

2.4 Secondary data collection

Secondary data include sourcing documents such as books, speeches, websites, Government Publications, Journals. This was useful in chapter three where the

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literature review was undertaken. In fact various books which are related to the research topic were analysed and consulted in order to provide a theoretical perspective of the study. Documents on SDF, LED and IDP were helpful in understanding the success and failures of an IDP as a service delivery tool.

2.4.1 Literature review

The Makhado Municipality IDPs from 2008 to 2010 were analysed to extract relevant information on the list of projects and their implementation on success or failure stories. Essential books on service delivery i.e. the methodology were analysed and it gave us a clear understanding on the method of statistical data needed.

Similarly book related to service delivery legislations i.e.

- The constitution of the Republic of South Africa (108 of 1996).
- The Development Facilitation Act. (65 of 1995)
- The White Paper on Transforming Public Service Delivery (Batho Pele Paper of 1997)
- The System Act. (32 of 2000)
- The Municipal Finance Management Act (53 of 2003)
- The Traditional Leadership and Governance Framework Amendment Act (41 of 2003)
- The Inter-governmental Relations Framework Act (13 of 2005)
- The Performance Management System Regulations will all be read and relevant portions analysed.

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2.4.2 Municipal reports

The researcher collected the Integrated Development Plan documents from Makhado Local Municipality i.e. 2008 to 2011/12. Four Makhado Municipal IDPs were useful in the literature review and also in the data analysis. Various sectors of the IDP were analysed to check categories of project listed in addition to where the funding were coming from and to what extent they have been implemented.

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2.4.3 Use of maps and photographs

The map of Vhembe District Municipality was obtained to show the location of the study area (Makhado Local Municipality). The locality map was redrawn to indicate the sampled wards in chapter one. Photographs were taken to show the current status of the service. This was aimed at informing the readers of this report what was obtained on the ground and the condition of services in Makhado LM.

2.4.4 Contemporary literature review through the internet

The recent information on related problems of integrated development plan in various part of the world was found through the uses of the internet. The internet was useful because it has strong track records of reliable provision of information on service delivery and development plans. Particularly those related to the Millennium Development Goals of the United Nations.

2.5 Sampling procedure

There is no way we can be certain on how good an estimate will actually be when selecting a sample, but we can judge the potential for error associated with each estimate. The random sampling was used because one of the most valuable features of random sampling is that we can measure its potential error (Maishel and Persell, 1998: p17).

Makhado municipality covers a large area and consists of large population size; it was not possible to administer questionnaires to the entire resident. Hence the researcher worked with the sampled population, a method that was used to target respondents from a systematic random sampling. With the method questionnaires were administrated in the selected wards.

2.5.1 Determination of sample size

A number of quantitative tools that assisted the researcher to determine objectively the desired sample were used. Unfortunately such methods require prior knowledge of the target population. Given the available time and financial resource a sample size 150

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administrated questionnaires was defined to be a true representative of the investigation in the study area to the community and their ward Councillors. Key informants were selected on the bases of their knowledge on the subject at hand, 10 municipal officials. Focal group of 10 traditional leaders and 20 stakeholders were formed to get the understanding they have on the study, although all the members of FG were not available in the focal group discussion that did not stop the discussion.

2.5.2 Sampling framework and procedure

The study area covers a large portion of Vhembe DM and consists of a large population size hence, it is impossible to administrate the questionnaires in every ward. The researcher uses own judgment which was guided by the time and resources availability. The targeted group are the Makhado community, ward Councillors, Makhado municipal officials and the civic people (traditional leaders).

2.6 Data analysis methods

A Combination of qualitative and quantitative methods was used to achieve the study outputs and purpose. The quantitative approach helped in explaining and strengthening the findings from quantitative data analysis. The qualitative approach assisted in providing a qualitative overview of the Investigation into the success and failures of Integrated Development Plans (IDPs) as a service Delivery Tool in Makhado Local Municipality.

2.6.1 Qualitative data analysis

The qualitative method seek non-numerical data including people's feelings and beliefs, or ways of life so as to appreciate the meaning associated with them (Walsh, 2001:7). This includes the feelings of people about Integrated Development Plans (IDPs) as a service Delivery Tool in Makhado Local Municipality.

The qualitative data analysis was adopted because it helps in understanding the problem entirely rather than focusing on a specific concept. In this study the qualitative analysis involved the physical observation of status or conditions of service delivery in

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Makhado LM. It also involves the discussion with the target residents based on their main challenges affecting them in terms of failures and success of an IDP as a service delivery tool.

2.6.2 Quantitative data analysis

A quantitative method was used to analyse the result of the research. The quantitative data analysis used was the numerical data analyse such as how often, what percentage or proportion, or what extend. The method manipulates variables and control nature phenomena. It is a process of deductive logic with a clear focus, objective data, controlled condition and valid result.

In this regard the income of distribution of the Makhado Municipality resident, employment status, age distribution by gender, Makhado Municipality staff compliment, and percentage of uncompleted projects in 2011 in Makhado, and any other numerical measures were analysed statistically to establish the success and failures of Integrated Development Plans (IDPs) as a service Delivery Tool in Makhado Local Municipality. The quantitative data used enable us to present the results of our research findings in a logical sequence.

2.7 The IDP and the credibility logic

The diagram below outlined the IDP and credibility logic of success or failure of IDPs as a service delivery tool in Makhado Municipality. It portrays what makes the IDP to be credible (success) or not credible (failure). For the IDP to be credible all six key performance areas including service delivery should aligned with municipality budget, proper public participation should be conducted, skills are required, adequate budget allocation, it is important ensuring the quality standards of service provision, and compliance of IDP. This brings about credible IDP, clean audit of the budget and good service delivery. Non credible IDP is when all the above mention core components are not well done and this result to service delivery protests happening in the municipality.

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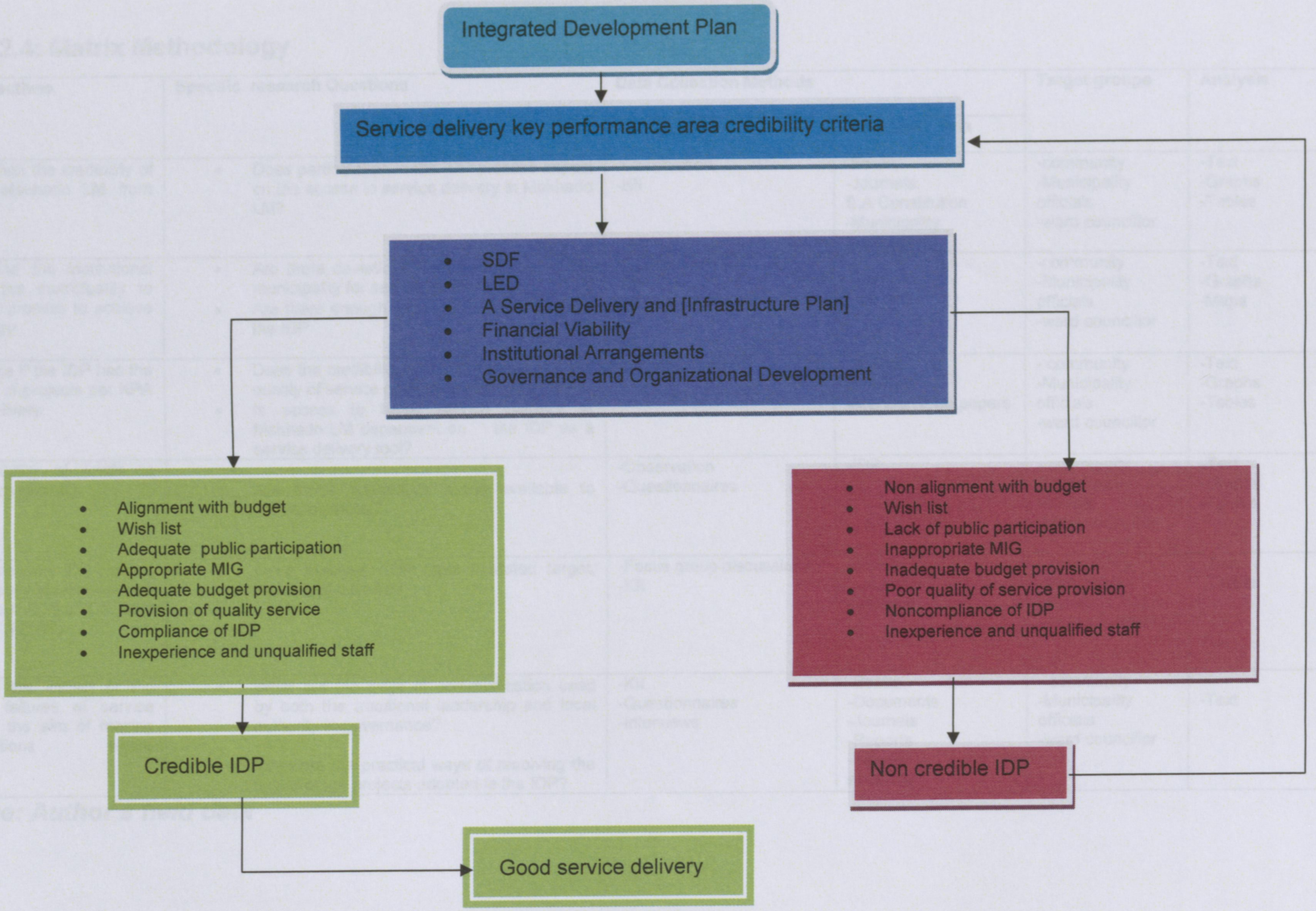
Figure 2.1: The IDP and the credibility logic



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2.8. Research matrix

Table 2.4: Matrix Methodology

Specific Objectives	Specific research Questions	Data Collection Methods		Target groups	Analysis
		Primary data	Secondary data		
1.To assess first the credibility of the IDP in Makhado LM from 2008-2010	• Does participation in the IDP process impact on the access to service delivery in Makhado LM?	-Observation -KII	-Books -Journals. S.A Constitution -Municipality publications	-community -Municipality officials -ward councillor	-Text -Graphs -Tables
2.To determine the institutional capacity of the municipality to drive the IDP process to achieve service delivery	• Are there deviations from targets set in the municipality for service deliver? • Are there enough municipal officials to drive the IDP	-Questionnaires -KII -Observation		-community -Municipality officials -ward councillor	-Text -Graphs -Maps
3.To determine if the IDP has the required lists of projects per KPA for service delivery	• Does the credibility of the IDP impact on the quality of service delivery in Makhado LM? • Is access to basic service delivery in Makhado LM dependent on the IDP as a service delivery tool?	-Questionnaires	-Books -Journals -Articles/News papers	- community -Municipality officials -ward councillor	-Text -Graphs -Tables
4.The availability of funds to provide service delivery	• Are funds adequately made available to deliver services?	-Observation -Questionnaires	-IDP	- community -Municipality officials -ward councillor	-Text -Graphs -Tables
5.To determine if the IDP outlines clearly the yearly service delivery targets set out in the IDP from 2008 to 2011 (MTAS)	• Does Makhado IDP have a stated target, vision and mission?	-Focus group discussions -KII	-Books -Journals - Internet	- community -Municipality officials -ward councillor	-Text -Tables
6.To assess the impact of the success or failures of service delivery with the aim of making recommendations where appropriate	• What are the ways of communication used by both the traditional leadership and local authority in governance? • What are the practical ways of resolving the failure of the projects adopted in the IDP?	-KII -Questionnaires -Interviews	-Books -Documents -Journals -Reports -Internet et cetera	- community -Municipality officials -ward councillor	-Text

Source: Author's field data

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2.9 Conclusion

This chapter outlined all the research methods that were employed in gathering all the relevant data required to achieve the aim and objectives of this study. It also summarized the entire research methodology component into matrix. Sampling design issues were also explained. Limitation of the research methodology was presented. The next chapter reviews literature to shed more light on the context of the investigation.

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CHAPTER 3
LITERATURE REVIEW

3.1 Introductions

The purpose of this chapter is to discuss relevant and similar literature on the theme of research. It discusses current, literature on the subject matter particularly studies that have relevance to service delivery to communities via an instrument like the IDP or any other program that deals with service to those who need it. It was in this respect that we decided to review a number of relevant themes that cut across the theme of service delivery across several countries including South Africa to unpack the success and failures of service delivery tools. This was aimed at understanding what causes the failure or success and the lessons we can learn from each of the studies.

3.2 The notion of Integrated Development Plan

Integrated development Plan is 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; it binds the municipality in the exercise of its executive authority, except the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation. Such legislations prevail binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law; and it should be a product of intergovernmental and inter-sphere planning.

An IDP is a useful instrument for the planning and management of the urban areas. The plan focuses on integrated development and management of the areas under the jurisdiction of the municipality. It outlines the power and duties according to the general principles contained in chapter 1of the Development Facilitation Act. The IDP informs and drives the budget process (Reddy *at bel*, 2003: p71).

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According to Local Government Financing and Development in Southern Africa, an IDP is a useful instrument for the planning and management of urban areas. The plan focuses on the integrated development and management of the area under the jurisdiction of the municipality. It outlines the powers and duties according to the general principles contained in Chapter 1 of the Development Facilitation Act (65 of 1995).

According to (Idasa, 2002) an IDP is a constitutional and legal process required of municipalities, quite apart from the legal requirement, there are good reasons for municipalities to undertake an IDP. In terms of planning in general an IDP is a critical important management tool to help transformation, growth and development at the local government level to ensure service delivery to the residents of a municipality.

3.3 IDP Key Performance Areas

The Municipal System Act (32 of 2000) specifies what must be inside an Integrated Development Plan, but it does not prescribe the content. The Key Performance Indicators or Performance Area is there to address the important focal areas of the Integrated Development plan (IDP). There are six key performance areas of IDP as follows.

I. A Spatial Development Framework/Rationale
II. A Service Delivery and [Infrastructure Framework/Plan]
III. Sustainable Economic Growth and Development and LED
IV. Financial Viability
V. Institutional Arrangements
VI. Governance and Organizational Development

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3.3.1 A Spatial Development Framework/Rationale

In terms of Section 26(e) of the Municipal System Act (Act 32 of 2000), every municipality is required to formulate a Spatial Development Framework (SDF) as part of its Integrated Development Plan (IDP). In terms of the legislatives, the Spatial Development Framework within the IDP must be formulated so that it gives effect on the general principles on land development contained in Chapter 1 of the DFA (Act 67 of 1995).

3.3.1.1 Role of the SDF in the IDP

The Spatial Development Framework must formulate strategies and plans within the IDP for integration of areas with economic potential with that of high household poverty, which must create more explicit linkage between economic potential and household poverty in the SDF. The development of the Land Use Management Scheme (LUMS) and SDF will link this directly by way of nodal development. Tourism and marketing strategies must be formulated for sustainable development taking the natural heritage and potential into account-evidence should be in local environment framework or Environmental Management Plan (Department of Provincial and Local Government guide, 2005)

3.3.1.2 Role of LUMs in development

The Spatial Development Framework must provide a basis for land use management system/scheme; within the IDP it must make plans for land use management in order to control developments from occurring anywhere as its stipites in the Municipal System Act 32 of 2000. The alignment of the LUMS and the IDP is not evident in many municipalities.

3.3.1.3 Economic space analysis

Tourism and marketing strategies must be formulated for sustainable development taking the natural heritage and potential into account-evidence should be in local environment framework or EMP (Environmental Management Plan). The IDP is a

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vehicle in which the economic space of the municipality is addressed but bearing in mind that the environment is taken into consideration.

3.3.2 A Service Delivery and Infrastructure Framework

The constitution of the Republic of South Africa (108 of 1996), stipulates that an Integrated Development Plan (IDP) is first a management tool for assisting municipalities in achieving their developmental mandate. As a result of this every municipality in South Africa is required by law to develop and adopt its IDP through the legal framework provided. Sections 151 and 152 of the constitution states that developmental local government should make provision for a democratic and accountable government for communities to ensure the provision of services to communities in a sustainable manner.

Municipal services are of vital importance to the growth, development and stability of a municipality. Section 152 and 153 of the constitution now, respectively, set out the objective of local government and the developmental duties of municipality. The constitution does, however require the service delivery to be sustainable. The constitution requires that municipalities to ensure the provision of services to communities in a sustainable manner; to promote social and economic development; to promote a safe and healthy environment and to encourage the involvement of communities and community organizations in the matters of local government.

The Municipal System Act 32 of 2000 also place a duty on municipalities to give effect to the provision of the constitution by: giving effect to the basic needs of the community, promoting the development of local community and ensuring that all members of local community have access, at least, to the minimum level of basic services (the minimum basic level is not defined in the Act). State those municipal services must be equitable and accessible to all; provided in a manner that is conductive to the prudent, economic efficient and effective use of available resource and the improvement standards of quality over time. The services must also be financially sustainable; environmental sustainable and regularly review with a view to upgrading, extension and improvement.

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The White Paper on the Transformation of the Public Service (WPTPS), published on the 24 November 1995, sets out eight transformation priorities, amongst which Transforming Service Delivery is the key. This is because a transformed South African public service will be judged by one criterion above all: its effectiveness in delivering services which meet the basic needs of all South African citizens. Improving service delivery is therefore the ultimate goal of the public service transformation programme. Eight principles for transforming public service delivery, the Batho Pele principles have been identified. These are expressed in broad terms in order to enable national and provincial departments to apply them in accordance with their own needs and circumstances. The *Batho Pele* principles are:

- **Consulting uses of services**

All national, provincial local departments must, regularly and systematically, 'consult not only the services currently provided but also the provision of new basic services to those who lack them. Whether the local authorities have been doing well? That is another question. If there has been enough consultation, there wouldn't be as much service delivery protests in the country.

- **Service standards**

National and provincial departments must publish standards for the level and quality of services they provide, including the introduction of new services to those who have previously been denied access to them. In the case of certain services, such as health, or education, national departments, in consultation with provincial departments, may set standards which will serve as national baseline standards.

Individual provinces may then set their own standards, provided these meet or exceed the national baseline. Provincial departments may also set additional standards for aspects of service not covered by national. Departments may set intra-departmental service standards which will serve as minimum norms for their institutions and

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components. These internal institutions and components may also set additional service standards for aspects not covered by intra-departmental norms.

- **Access to services**

The question of access to services brings in mine access to basic services to the people as their constitutional right in South Africa. One of the instruments for service delivery in rural communities is Batho Pele program which aims to: rectify the inequalities of existing services. All national and provincial departments are required to specify and set targets for progressively increasing access to their services for those who have not previously received them. With regards to this all local municipalities are expected to provide to rural communities free basic services. One of the initial objectives of Batho Pele was to build VIP latrines to ensure the eradication of the bucket systems.

- **Courtesy**

The performance of staff who deals with service delivery must be regularly monitored, and performance which falls below the specified standards should not be tolerated. Service delivery must be included in all future training programmed, and additional training should be given to all those who deal directly with the public, whether face-to-face, in writing or on the telephone.

- **Information sharing and participation of the resident**

This must be done actively, in order to ensure that information is received by all those who need it, especially those who have previously been excluded from the provision of basic services. The consultation process should also be used to find out what does the community need to know about service delivery and then to work out how, where and when the information can best be provided. The participation by the residents in order to inform and involve them in service provision must be an importance task in planning and implementation of IDP

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- **Openness and transparency in service delivery**

Openness and transparency are the hallmarks of a democratic government and are fundamental to the public service transformation process. In terms of public service delivery, their importance lies in the need to build confidence and trust between the public sector and the public they serve. The problem is whether government has been up and running in the way it goes about service delivery. For example in Limpopo province the authorities have not been transparent in providing text books to schools six months down the academic year. Who is to blame?

- **Redress**

If a promised standard of services is not delivered, citizen must be offered an apology, a full explanation and speed and effective remedy and when complaints are made, citizens should receive a sympathetic positive responds.

- **Service Value for money**

Improving service delivery and extending access to public services to all South Africans must be achieved alongside the Government's GEAR strategy for reducing public expenditure and creating a more cost-effective public service. The Batho Pele initiative must be delivered within departmental resource allocations, and the rate at which services are improved will therefore be significantly affected by the speed with which national and provincial departments achieve efficiency savings which can be ploughed back into improved services.

3.3.2.1 What is access to basic water in South African Context?

Basic water supply means the prescribed minimum standard for water supply service necessary for the reliable supply of a sufficient quality and quantity of water to household, including informal household to support life and personal hygiene. Water is the national concern it is obvious that the parliament issue directive on water (Cloete, 1997: p100).

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Water services must be provided in terms of condition set by the water services provider. These conditions must- be accessible to the public, the procedures for the limitation or discontinuation of water service must be fair and equitable (Water Service Act, 1997). The primary objective of the Act is to ensure that everybody has access to the basic water supply and sanitation service necessary for human health and wellbeing (section 2, Chapter 1).

3.3.2.1.1 The RDP's minimum standard for the provision of water

- Which stipulate that: water provision should be within 200m from the household
- 20-25 litres per capital per day
- Access to the water source of at least 98% of the lime
- The flow availability of water supply should at least be 10 litres per minute at the communal tap) provision. With this option a single standpipe, often with a single tap, is shared by a number of households. The number of households per standpipe will depend on the density of dwellings in the settlement. A ratio of 25 households per tap is typical. Where the ratio is higher, the possibility of customers having to queue must be considered and several taps per standpipe may be better. The plate below is the example of basic communal tap.

Plate 3.1: Basic water (communal tap)



Source: Author's field data, 2012

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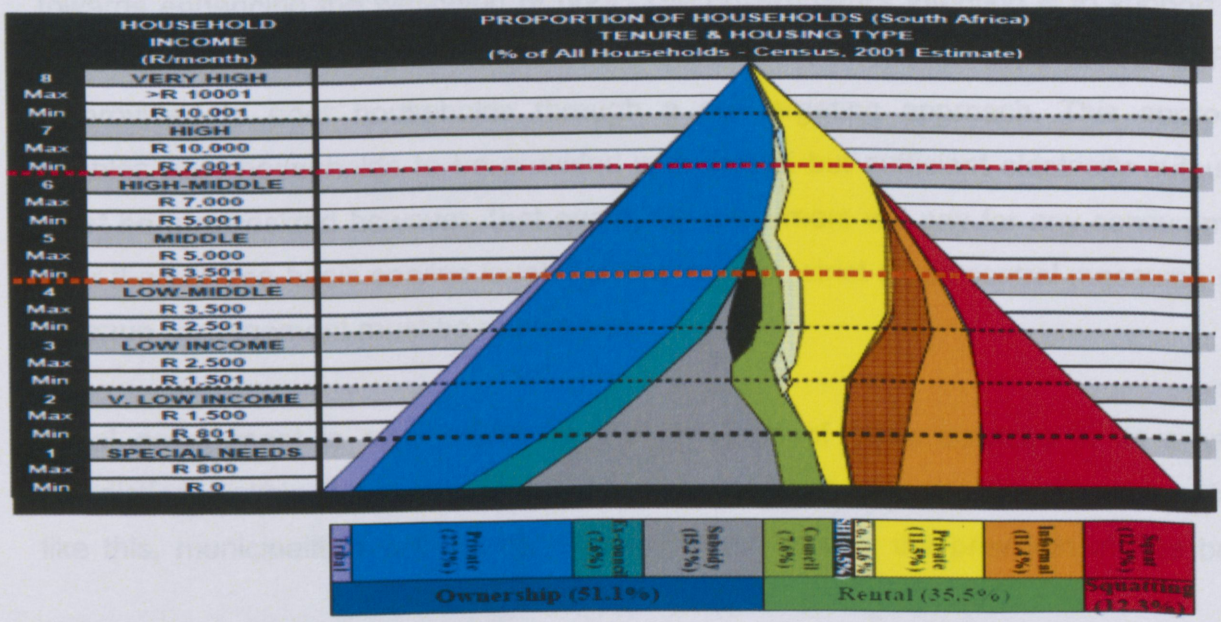
3.3.2.2 Access to basic housing

In terms of section 26 of the Constitution of the Republic of South Africa, everyone has the right to have access to adequate housing, and the state must take reasonable legislatives and other measures, within its available resources, to achieve the progressive realization of this right. The National, Provincial and Local spheres of Government must give priority to the needs of the poor in respect of housing development, consult meaningfully with individual and communities affected by housing development; ensure that housing development provides a wide range and choice of housing and tenure option as is reasonable possible, is economically, fiscally, socially and financially affordable and sustainable is based on integrated development.

According to Rust (2006), figure 6 below shows the spread of housing across SA type and tenure by income, based on Census 2001. In addition, about half of SA households live in accommodation that they own, including traditional dwellings, private dwellings, ex-council stock and subsidized housing. Just over a third of South African households live in accommodation that they rent, including private rental, social housing, council rental and informal rental, and 12.3% of residents squat in informal dwellings.

Figure 3.1: Spread of housing and tenure by income (SA Urban Households)



Source: Census (1996 & 2001), Shisaka (2002), Gardner (2003)

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The demonstrates above provides a nuanced perspective of the tenure and housing conditions of households in SA: Over 50% of SA households own their dwellings (whether is tribal, a private dwelling, etc.); Another 35% of SA households rent their housing (whether from social housing institution, a formal or private household landlord, or informally); A full 12% of households squat with informal tenure and in informal housing conditions. Within this group, household monthly incomes range from the very lowest all the way through to R7 000.It is clear from this diagram that the majority of households in the worst housing conditions (squatting, backyard shack and backyard room rental) are very poor households. It is also clear that pushing them into fully subsidized, minimum-standard owned accommodation may not suit them from a number of perspectives.

3.3.2.3 Access to basic electricity

Free Basic Electricity (FBE) is the amount of electricity, which is deemed sufficient to provide basic electricity services to a poor household. This amount of energy will be sufficient to provide basic lighting, basic media access, basic water heating using a kettle and basic ironing in terms of grid electricity and basic lighting and basic media access for non-grid systems.

Access to basic energy and other basic resources have a significant role to play towards enhancing the wellbeing of poor. The government's intention is to support the needy by facilitating the provision of free basic services. However, the provision of FBE is provided to poor households through a self-targeting approach. This approach enables poor households to be provided with limited but sufficient electricity output. It must be emphasized however, that qualifying consumers will pay for any consumption over the set free basic service level. For this reason, strict credit control measures and revenue management must be maintained.

Local government is responsible for the provision of basic services in its area of jurisdiction. Eskom is providing the service on behalf of municipalities. Even in a case like this, municipalities will still be responsible for funding the provision of free basic

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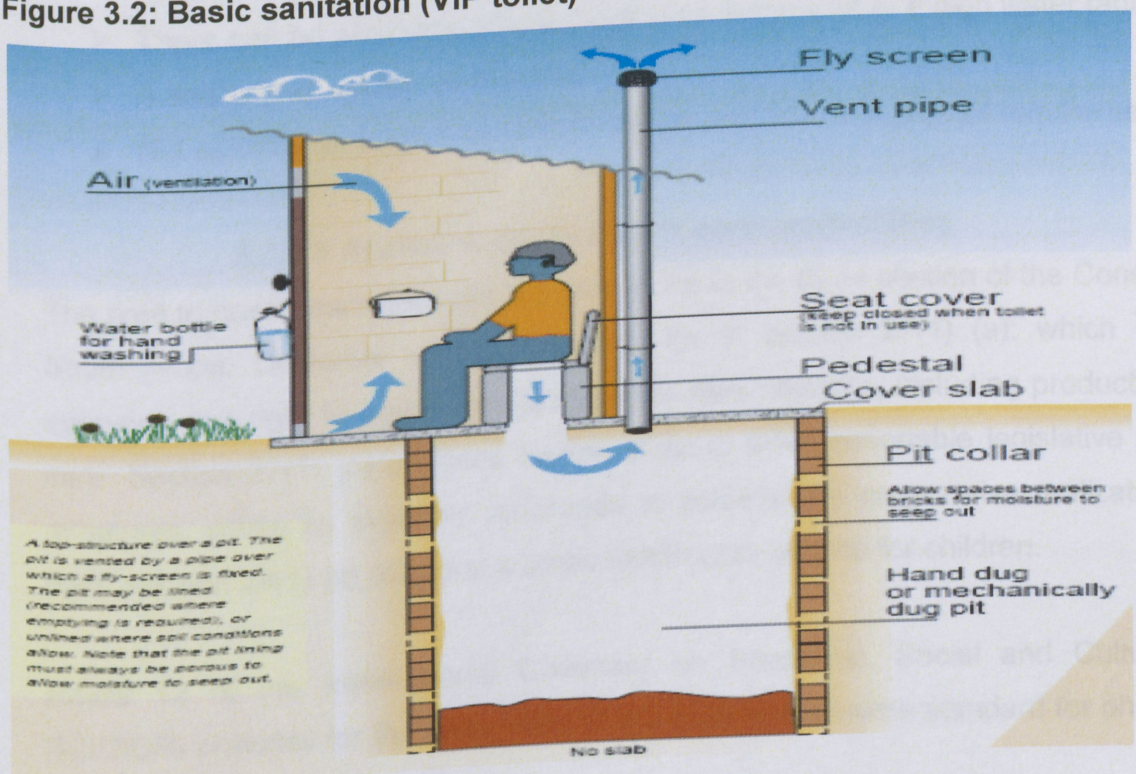
services. Where government grants are paid to municipalities, these must be paid to Eskom to cover the cost of providing free basic electricity to the targeted households.

3.3.2.4 Access to basic sanitation

Basic sanitation means the prescription minimum standard of services necessary for the safe, hygienic and adequate collection, removal, disposal of purification of human excreta, domestic waste-water and sewage from household including from informal households. The current Nation Sanitation Policy defines a basic level sanitation as follows: the term basic level of services for a household means an on-going programme of easy to understand information about correct hygiene practice. Ventilated Improved Pit (VIP) toilets in its variety of forms, its equivalent, as long as it meet certain minimum requirements in term of cost, sturdiness, health benefits and environmental impacts. This definition reinforces that notion that sanitation is not only about physical infrastructure but that information on health and hygiene are essential.

Figure 3.2: Basic sanitation (VIP toilet)



Source: MIG, A guide for municipalities, 2005:p15

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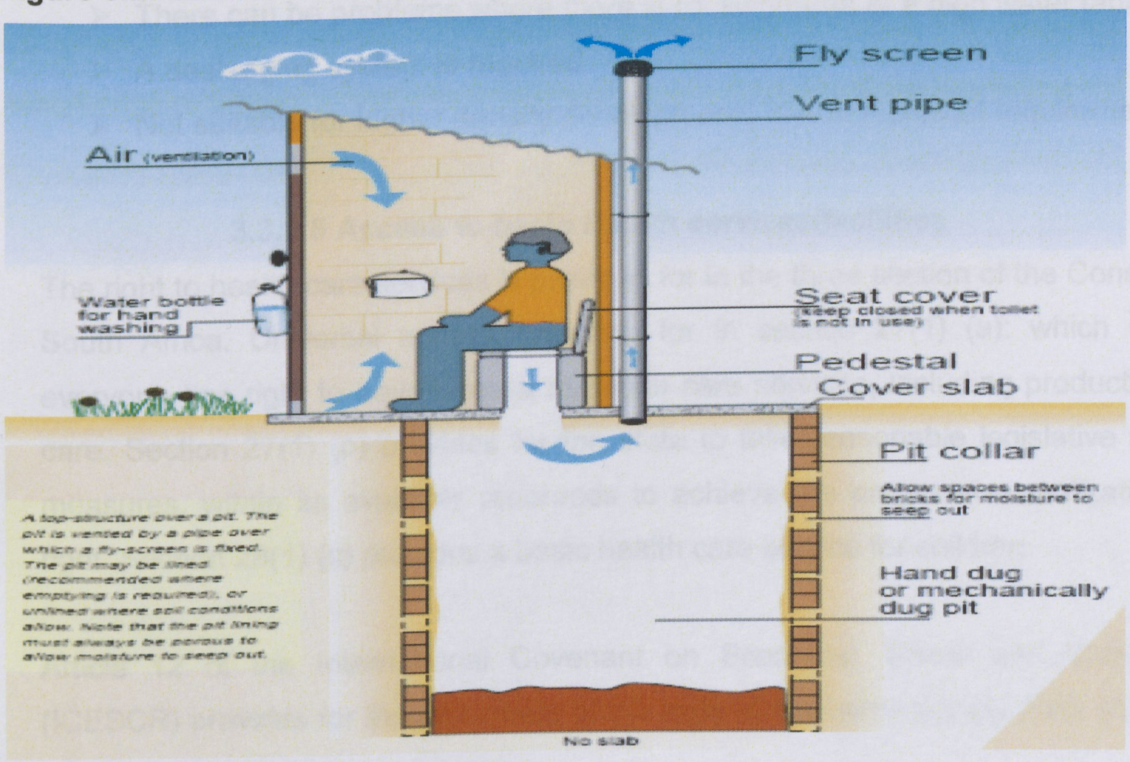

Source: MIG, A guide for municipalities, 2005:p15

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A VIP latrine comprises a partly or fully lined pit covered by a concrete slab. A sound and comfortable pedestal is positioned on the slab and a privy is built around it, preferably using locally available materials. The pit is fitted with a vent pipe to allow odours to escape above the privy. The top of the vent pipe is fitted with a fly screen to prevent flies and other insects escaping from the pit. The pit needs to be cleared when it is full, using a vacuum tanker. Generally, it is best for pit emptying to take place on a regular basis. Alternatively, the VIP can be relocated and rebuilt over a new pit. The minimum volume of the pit should at least be 2, 5 cubic meters. With this size of pit it would not be necessary to clean the pit on a regular basis.

Advantages of VIP toilets

- Low capital and operating costs.
- System is robust with little day-to-day attention required other than cleaning
- Easy to build locally with commonly available materials.

Disadvantages of VIP toilets

- The toilet must be outside.
- There can be problems where there is rocky ground or a high water table.
- A desludging system is required.
- Not suitable for higher density developments due to technical requirements.

3.3.2.5 Access to basic Health services/facilities

The right to health care services is provided for in the three section of the Constitution of South Africa. Universal access provision for in section 27(1) (a): which state that everyone has right to have access to health care services, including productive health care. Section 27(1) (b) provides for the state to take reasonable legislative and other measures, within its available resources to achieve the progressive realization of the right. Section 28(1) (c) provides a basic health care service for children.

Article 12 of the International Covenant on Economic, Social and Cultural Right (ICESCR) provides for the enjoyment of the highest attainable standard for physical and

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mental health conductive to living a life of dignity. This means that health care facilities, goods and services have to be available in sufficient quantity, must be physical and economical accessible to everyone, must be ethically and culturally acceptable and must be of medically appropriate quality.

3.3.3 Sustainable Economic Growth and Development and LED

A thorough economic analysis of the municipal area needs to be conducted with the intention to develop an LED strategy or plan. District Growth and Development / LED Strategies for district municipalities and LED plans for local municipalities must be developed with input from District Growth and Development Summits. The National LED Framework should guide the development of these strategies and plans. The municipality needs to identify key catalectic projects that will stimulate Local economic growth. In terms of the targets set in the Provincial Growth and Development Strategy, mention the strategies that have been put in place in order to ensure that the targets are met and how they will be achieved. It is crucial to note that the first driver of LED is a well-managed municipality. It is also crucial to note that LED cannot be done by the municipality alone but needs a partnership between civil society, business, non-state actors and government for any level of success.

Local Economic Development is seen as one of the most important way of increasing poverty. Must aim to create jobs by making the local economic grow. This means that more business and factories should be started in the municipal area as part IDP. The LED strategy should base on the overall vision of IDP (DPLG, IDP Guide: 2000).

3.3.3.1SMMES as means of job creation

South Africa's small-, micro- and medium-sized enterprise (SMME) economy has been actively promoted since 1995. South Africa's SMMEs contribute to poverty alleviation, economic growth, or international competitiveness. Whether projects were related to SMMES are included in the IDP is another question.

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3.3.3.2 Tourism and agriculture

Promote tourism, which currently is one of the biggest growth areas in South Africa is very important. This includes local tourism sites and facilities, improving security and ensuring that all residents are welcoming of tourist. In an IDP, very little is said on included in term of tourism development and projects. Tourism is important in the development of a country's economy. In South Africa, there are a wide variety of tourist attractions in Gauteng province, ranging from urban tourism, including shopping, music, dining and sport, to cultural and natural heritage. However, tourism has environmental problems as it leads to degradation of the natural and cultural assets if poorly managed and overexploited (Porter and van der Linde, 1995).

Most of the people depend on natural resources for livelihood. They engage in agriculture but because of population growth, arable land is becoming scarce. Agriculture transforms the natural habitat leading to land fragmentation and reduces biodiversity. Inappropriate agricultural practices cause degradation and lower the ability of natural resources to sustain livelihoods. It affects water quality in terms of sediment loads and contamination by pesticides. Agriculture also removes the ground cover and lead to massive deforestation. Poverty has also rendered many farmers incapable of undertaking intensive agriculture that requires significant inputs and capital investments in land and farm-level improvements. The implication of the acute poverty and poor agricultural production methods include increased starvation poor health and a degraded environment in their efforts to survive.

3.3.4 Financial Viability

Section 153 (a) and (b) of the Constitution of Republic of South Africa Act, 108 of 1996, a municipality is expected to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and participate in national and provincial development programmes.

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In terms of Municipal Finance Management Act, 56 of 2003, section 21 sub-section (1) (a) and (b) the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible at least 10 months before the start of the budget year. One of the subjects of the non-credibility of IDP is the difficulty to align budget with funds and sustain them (Greater Stellenbosch Council, 2003).

3.3.4.1 Financial strategic plan

Municipalities are responsible to provide municipality services including infrastructure services to residents within its jurisdiction. It is important that the IDP should be supported by a strategic plan with specific action plans and objective. If these specific action plans are not incorporated into the budget into the budget it's unlikely that the objectives will be achieved (Municipal Finance Management Act, 56 of 2003).

3.3.4.2 Revenue generation

Municipalities are expected to provide financial resources for infrastructure development from own resources (service charges, levies and taxes), Intergovernmental transfers and borrowing (concessional loan finance) and credit enhancement PS Reddy, 2008. Municipalities with the assistance of National Treasury, **dplg** and financial experts are supposed to consider credit enhancement mechanisms such as:

- bond insurance;
- Treasury trusts;
- Interception of intergovernmental transfers;
- Debt syndication; and
- Bond Banking.

3.3.5 Institutional Arrangements

The importance of institutional arrangements cannot be overemphasized for the development of policies/strategies: A municipality needs to conduct a thorough

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assessment of the implementation of its previous years IDP and the weaknesses and strengths of its current organisation. This section must contain and overview of all the policies that the municipality had adopted, information on OPMS system and information about its Performance Management System. Mention must be made of the status of workplace skills plan, HIV-AIDS, staff recruitment and retention policy, anti-corruption strategy. The organogram must support the development strategy.

3.3.5.1 Major municipal organizational structure in SA

A municipality is an organ of state within the local sphere of government exercising legislative and executive authority within an area determined in terms of the Local Government: Municipal Demarcation Act, 1998;consists of the political structures and administration of the municipality; and the community of the municipality; functions in its area in accordance with the political, statutory and other relationships between its political structures, political office bearers and administration and its community; and has a separate legal personality which excludes liability on the part of its community for the actions of the municipality (Municipal System Act 32 of 2000). It is this structure that ensures service delivery to the resident of each municipality.

3.3.5.2 Employment and equity

Everyone is equal before the law in South Africa and has the right to equal protection and benefit of the law. Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination may be taken. All people or gender must enjoy equal job opportunities. One of the mandates of the municipality is that in the discharge of their duties they are expected to provide job opportunities to the people (The Constitution of South Africa, 2005).

3.3.6 Governance and Organizational Development

Good governance is about governing the area, municipality and its citizens in accordance with the Spirit of the Constitution of the Republic of South Africa. It includes

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community consultations, participation and empowerment as a central feature. Focus should be directed toward strengthening wards, ward-based plans and the institution, in order to design mechanisms to improve community participation and the governance of the Municipality. Consideration must be given to the quality and extent of community participation in municipal affairs .Any partnership between a municipality and a traditional council must be based on the principles of mutual respect (and recognition of the status and be guided by and based on the principles of co-operative governance. A traditional council may enter into a service delivery agreement with a municipality in accordance with the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).

While Community Participation and empowerment will form the core, the governance of the Institution is equally important. The good functioning of the Council and sub-committees such as the Audit Committee, Finance Committee, etc., is a further element of good governance. The design and adoption of policies and by-laws to ensure the effective performance of the Municipality, including its council, would also be a crucial element. While the IDP will not include the policy considerations, evidence of plans to improve all aspects of Good Governance should be indicated in the IDP.

3.3.6.1The IDP process in SA

The IDP is regulated by the Local Government: Municipal system Act, 32 of 2000 in order to ensure certain minimum quality standards within the IDP process and proper coordination between and within the spheres of government. The White Paper on Local Government, 1998 also outlined main steps in producing an IDP which includes an assessment of the current social, economic and environmental reality in the municipal area (Cloete and Thornhill, 2005).

The current reality, a determination of community needs through close consultation, developing a vision for development in the area, an audit of available resources, skills and capacities, a prioritization of these needs in order of urgency and long-term importance, the development of integrated frameworks and goals to meet these needs,

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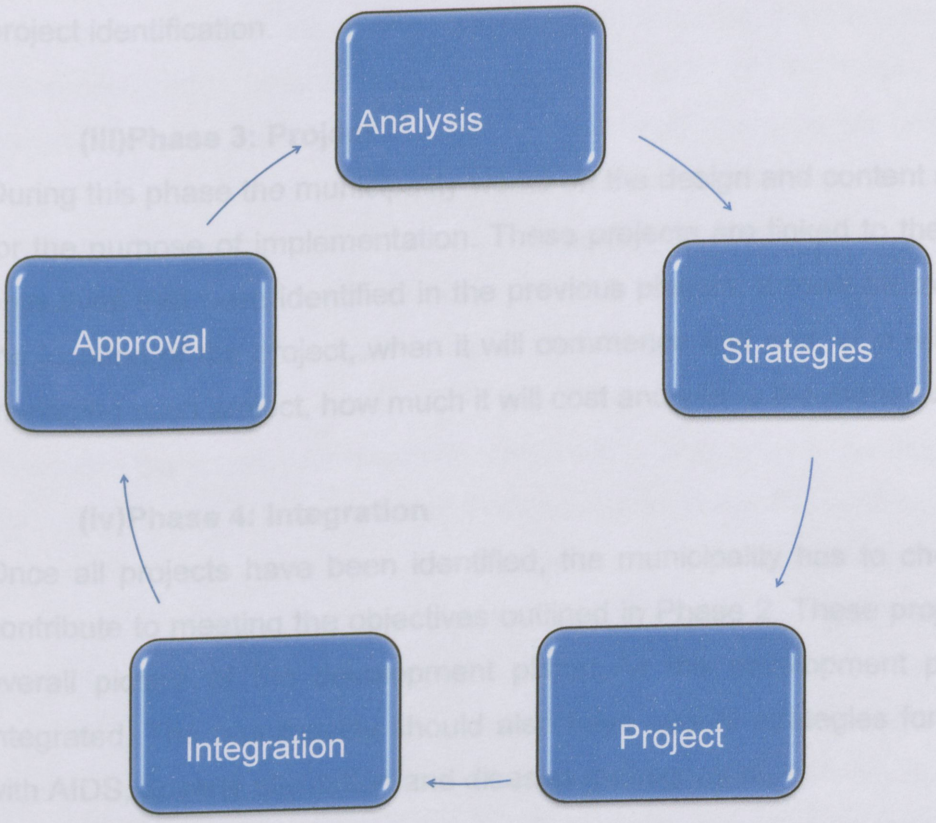
the formulation of strategies to achieve the goals within specific time frames, the implementation of projects and programmes to achieve key goals and the use of monitoring tools to measure impact and performance.

According to the (Department of Provincial and Local Government, 2000) the following phases are followed in the preparation for the IDP:

Figure 3.3: IDP process in South Africa



Source: Department of Provincial and Local Government, 2000

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(i)**Phase 1: Analysis**

During this phase information is collected on the existing conditions within the municipality. It focuses on the types of problems faced by people in the area and the causes of these problems. The identified problems are assessed and prioritized in terms of what is urgent and what needs to be done first. Information on availability of resources is also collected during this phase. At the end of this phase, the municipality will be able to provide an assessment of the existing level of development, details on

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priority issues and problems and their causes as well as information on available resources.

(ii)Phase 2: Strategies

Once the municipality understands the problems affecting the people of the area and its causes, it therefore, formulates the solutions to address these problems. It also includes the formulation of the vision, the development objectives, development strategies and project identification.

(iii)Phase 3: Project

During this phase the municipality works on the design and content of projects identified for the purpose of implementation. These projects are linked to the priority issues and objectives that were identified in the previous phases. It must be clear on target group, the location of the project, when it will commence and end, who will be responsible for managing such project, how much it will cost and where the money will come from.

(iv)Phase 4: Integration

Once all projects have been identified, the municipality has to check again that they contribute to meeting the objectives outlined in Phase 2. These projects will provide an overall picture of the development plans. All the development plans must now be integrated. The municipality should also have overall strategies for issues like dealing with AIDS, poverty alleviation and disaster management.

(v)Phase 5: Approval

Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. The council must look into whether the IDP identifies the issues (problem) that affect the area and the extent to which the strategies and project will contribute to addressing the problem. The municipality collects the information focusing on problems faced by community members, comes up with the solutions to address those problems, and propose projects, integrates all development plans known as IDP and submits to the council for approval.

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3.3.6.2 Community participation

Participation in the development of municipal IDP has to be seen within the wider context. It serves to fulfil four major functions including meeting orientation, appropriateness of solutions, community ownership and empowerment. It involves ensuring that people's needs and problems are taken into account. The aim of doing community participation is taking into account the knowledge and experience of local residents and communities in order to arrive at appropriate and sustainable problem solutions and measures and mobilizing local residents' and communities' initiatives and resources, and encouraging co-operation and partnerships between municipal government and residents for implementation and maintenance (Paul S, 1987). Making integrated development planning a public event and a forum for negotiating conflicting interests. Finding compromises and common ground and, thereby, creating the basis for increased transparency and accountability of local government towards local residents [Department of Provincial and Local Government (DPLG), 2000].

However there are Challenges confronting community participation in the IDP. According to the (Department of Provincial and Local Government, 2000) leaving the decision on ways and means of public participation to each municipality resulted almost in completely different styles of democracy with highly diverging combinations of formal representative and participatory governance within the country. Secondly, helplessness and confusion on the side of most municipalities, which find it difficult to determine appropriate procedures of their own is manifesting, and lastly residents are denied their right to participate, by avoiding setting minimum requirements, which specify that right. It should also be taken into consideration that many participation processes in the recent integrated development-planning phase were organized in a way, which did not comply with any of the general principles stated in the White Paper on Local Government, 1998 and the Municipal Systems Bill, later the Municipal Systems Act, 32 of 2000.

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3.3.6.3 Gender and disability

The Constitution of South Africa under the bill of rights state that, everyone is equal before the law and has the right to equal protection and benefit of the law. Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination may be taken. The state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth. Therefore all genders and disability must be included in the IDP process and have rights in accessing basic services.

3.4 Lesson of service delivery principles around the world

In the preceding we have discussed the meaning of IDP with specific reference to South Africa. In this section, we shall attempt to discuss lessons learned from service delivery in other countries to understand why they failed or succeeded.

3.4.1 Lesson of service delivery in Ghana

According to Konadu-Agyemang (2001) provision of water, sanitation, health and educational services are important as a means to achieving the broader goals of poverty reduction and economic growth in Ghana. The "service" perspective on these key sector areas has led sector practitioners away from the approach which focus on asset creation and maintenance towards the building of service delivery systems that provide continuous, reliable and affordable service. In Ghana the trend in those sectors has been towards a decentralized, multi-sectorial, demand-driven and private-sector oriented service delivery.

Political will is not enough to guarantee successful PSP process. Effective communication and consultation strategy with civil society is important. Successful engagement in this area requires a long time frame. Poor households select their preferred level of service based on the available price and service level combinations.

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They often choose low-quality services because they have few alternatives and face high marginal costs in improving the level of service. The experience in Ghana shows that creation of demand for water, sanitation and hygiene will often touch on one or more of the following: (i) conduct of some level of market research, often including a participatory assessment to determine what people want and are willing to pay for (ii) demand generation through marketing and community mobilization (ii) level of affordability among poor communities, Manu K, 2001.

Lessons learned for South Africa

Effective communication and consultation strategy with civil society is important in Ghana. Unlike in South Africa the participation process is not effectively done. It is difficult to ensure water supply services are provided by the private sector in a pro-poor way in Ghana. However PSP efforts are unlikely to work without a commitment to protect low-income consumers. The Government of Ghana 2002 reported on the Millennium Development Goals. In 2000, the proportion of rural population with access to safe water was only 40% and urban 70%. Wide disparities between regions and between urban and rural areas are evident. It's a good thing that in South Africa water is provided by the Local government and that free basic water services are available for the poor as it's a human right.

Offering a menu of services and trusting communities to choose the services they want and are willing to pay for, emphasis on demand driven approaches that ensure ownership and strong commitment to maintenance, through the collective investment in capital costs.

3.4.2 Lesson of service delivery in Philippines

Triangulation Framework is a framework of analysis that provides for a perspective on how to better understand the dynamics of local service delivery systems and the requirements for improving them, with a view to replicating best practices and learning from dysfunctional ones. Education, health, and water supply, are complementarities as human development priorities in Philippines, and therefore, require holistic policy,

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institutional, and financing frameworks. The problem of access and coverage of households with safe drinking water; water inadequacies for families, especially the poor in rural areas and the multiplicity of water-related institutions resulting to lacking clear assignment of duties, overlapping functions, and uncoordinated planning and monitoring.

In primary and secondary education, the key policy, institutional, and financial issues and challenges viewed from the national level are: the imperative of ensuring sustainable performance gains, low quality of education, shortage of education inputs, quality of the teaching staff and inadequate spending for education. In maternal and child health, the key policy, institutional, and financial issues and challenges viewed from the national level are: slow reduction of maternal mortality ratio; sustaining the progress in improving child health, particularly U5MR and IMR; and weak responsiveness of health care system.

Lessons for South Africa

In South Africa education, health, and water all three are about human concerns that need to be prioritized for long-term positive impact on sustainable human development, and local and national development and they are human rights therefore Complementarities of 3 sectors as human development priorities. Decentralization enable environment for an improved local service delivery. One promise of decentralization is better local service delivery for the local people. However, for decentralization to create an enabling environment for better delivery of public goods and services, its design must be one that takes into account proper phasing and rightsizing as a way to capacitate both national and local authorities for their new devolved functions. In health, for example they have delegate health to the different tiers of local government.

3.4.3 Lesson of service delivery in Brazil

A leading rationale for decentralisation is that it can generate financial, efficiency and quality gains by devolving resources and decision-making powers to local governments

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for the delivery of services in Brazil. It is financially attractive to national governments because part of the burden of financing services can be shifted to sub-national units and private providers (Manu. 2001).

The efficiency argument is that productivity of health, education and other services will be maximised by allowing local governments to take decisions on the allocation of scarce resources, since they have a better sense of local priorities. In the process, decentralised units of government can become more accountable in resource allocation decisions. It is further argued that the quality of service provision can also be enhanced by decentralisation since local governments will be more sensitive to variations in local requirements and open to feedback from users of services.

Lessons for South Africa

In South Africa Governments, particularly those of municipality that are large and geographically dispersed, are developing innovative ways of servicing citizens in rural communities and remote locations and are developing policy to address these issues. National Rural and Regional Servicing Strategy was established to enhance the delivery of services to rural and regional Brazil. Centrelink's rural strategy has allowed the agency to work collaboratively with local communities and other agencies, including strategic partnerships with state and local governments, to deliver a range of Centrelink services.

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3.4.4 Lesson of service delivery in Australia

Transformation in government service delivery is taking place around the world, as the public sector adopts citizen-centric service ideals. Leading governments are shifting from a programmatic model of service delivery to a citizen-focused model where service delivery is focused on people, not programs. Governments are realizing that more efficient service delivery can dramatically improve public sector value.

Leading countries including the UK, Australia, the US, and Ireland are advocating the delivery of service through modern, integrated delivery channels where citizens can

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access government by any means. They also promote the integration of channels so that regardless of the channel of entry, citizens can get a consistent level of service across all channels. Policies are being developed that elaborate on flexibility of choice in channels for citizens, service delivery in remote communities and language of service.

Ddecentralization has enable environment for an improved local service delivery. One promise of decentralization is better local service delivery for the local people. For decentralization to create an enabling environment for better delivery of public goods and services, its design must be one that takes into account proper phasing and rightsizing as a way to capacitate both national and local authorities for their new devolved functions (Eppell and Zwart, 1997).

Lessons for South Africa

The political, economic, social dynamics, in both the local and national levels, bear impact on the effective delivery of public goods and services in particular and the attainment of the eight MDGs in general in the Australia Government. Absence of effective political leadership that practices good governance, efficient financial administration, sustainable partnerships with civil society, private sector and international donors; lack of economic growth with equity as well as macroeconomic stability; and, lack of social infrastructure such as social capital, social safety nets, and empowered people create bottlenecks for effective local service delivery

3.5. The notion of a credible IDP in SA

Credible is derived from form the Greek word "*crediculus*", which means realistic. Therefore in striving to have credible IDPs, they need to be realistic and implementable. Since the inception of IDPs in 2000/1, the challenge has been the development of a realistic plan that can be implemented, monitored and reported to the public on. The criticism that was levelled from various quarters is that the IDP 'is a wish-list' and therefore unrealistic.

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The Evaluation Framework is intended to serve as a tool to guide the crafting, design, improvement and assessment of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. The Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP (http://www.etu.org.za/toolbox/docs/localgov/webidp.html).

3.5.1 What makes an IDP to credible?

The Evaluation Framework is intended to serve as a tool to guide the crafting, design, improvement and assessment of a credible IDP. Core criteria to demonstrate municipal strategy, vision and compliance with both legislative and policy intent have been crafted to assist the assessors during the analysis process. The Framework is not intended to serve the purpose of a performance measurement tool, but rather a reference tool, or guideline, towards establishing the quality of a credible IDP (DPLG, IDP format guide, 2000). A Realistic or Credible Integrated Development Plan must therefore both comply with relevant legislation and convey the following:

- Consciousness by a municipality of its constitutional and policy mandate for developmental local government, including its powers and functions.
- Awareness by municipality of its role and place in the regional, provincial and national context and economy including its intrinsic characteristics and criteria for success. The degree of intergovernmental action and alignment to government wide policies, plans, priorities and targets.
- A commitment by the municipal council to ensure community empowerment and participation in the crafting, budget choices, implementation of this plan and monitoring through sincere communication, participatory and decision making mechanisms thereof.
- Comprehensive description of the area – the environment and its spatial characteristics.

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- Insights into the trade-offs and commitments that are being made regarding economic choices, planning for Sustainable Human Settlements, integrated service delivery, and a resource and financial plans that can enable the implementation of such a plan.
- The key deliverables for the next five years supported by a measurable budget and translated into the Service Delivery Budget Implementation Plan.
- A monitoring system (OPMS and PMS), that's based on the IDP indicators, targets, time frames, and responsible agents.
- Determines the capacity and capability of the municipality to implement the plan and how this capacity/capability would be improved through the Workplace Skills Plan.
- Conveys a responsive and sincere government that cares about its people, the environment and strives to build social cohesion
- Must show a commitment by the municipality (and all of government) to improve the lives of the indigent, people with disabilities, women, youth and the aged.

According to the Department of Provincial and Local Government (dplg) South Africa stipulates an Integrated development plan (IDP) should consist of six key focal area (key performance area).

3.5.2 Lesson for the research in Makhado

Makhado LM has the constitutional mandate for the provision of services to the communities. Protests marches though not in Makhado LM on inadequate service delivery is indicative of the fact that the residents of such municipalities do not have adequate basic services like roads, a storm water treatment works, solid waste collection, etc. The failure to delivery basic services to the people is not unrelated first to the following:

i. The credibility of the IDP
ii. The implementation of the IDP under all the Key Performance Areas (KPAs).
iii. Projects listed in the IDP need to be funded properly
iv. The IDP must have realistic implementation targets

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v. the IDP must respond to the powers and functions in the municipality

The issues indicated from i-v are fundamental to the credibility and success of the IDP. As a result of this, the success or failure of the IDP as a service delivery tool in Makhado municipality therefore dependent on the effects of the implementation of the entire document in which basic service delivery is a part of it. Most municipalities including Makhado LM implement the IDP as business as usual without putting emphasis on whether it has fail or succeed simply because the facilitators do not measure the success or failure of the IDP.

This study has determined the failure or success of the IDP in Makhado LM as a service delivery tool. The base year to determine the success or failures of the IDP as a service delivery tool, in the municipality, is 2008; (Pillay et al 2006 in his study on the introduction of IDPs in 1996 in South Africa indicated that service delivery to communities failed partially because certain conditions are not met.)

One of the conditions for the successful implementation of an IDP is related to the effective management of budget of the municipality. The Municipal Finance Act (53 of 2003) was therefore promulgated to secure sound and sustainable management of the financial affairs of the municipality including those that hinge on service delivery. Hence section 2 of the Act stipulates a sound financial management, including transparency, accountability and appropriate lines of responsibilities in the fiscal and financial affairs of the municipality. Others are the proper coordination of the MIG funds in such a way that are not transferred for other purposes other than services delivery as stipulated in Department of Revenue Act (DORA).

The Municipal System Act (32 of 2000) requires that municipalities undertake developmentally oriented planning so as to ensure sections 152 and 153 of the constitution are fulfilled in terms of linking integrating; co-ordinating resources, as well as the required capacity to implement the IDP to ensure the successful delivery of services.

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Municipality's performance management systems entails a framework that describes and represents how the municipality's cycle and process of performance, planning, monitoring, measurement review, reporting and improvement will be conducted, organized and managed including determining the roles of different role-players. It is therefore critical that political leadership, managers and staff of the municipality be involved to ensure that it embraces the IDP and the implementation of the IDP which is performing in practice.

3.6 Conclusion

Through literature review it was established that there are different perspectives regarding the success and failure of the IDP as a service delivery tool. Literature review was used to get views of other countries about development planning and this was aimed at providing lessons that can be used to suggest to the current situation. This chapter shows the background of local governance in South Africa and the introduction of the IDP legislation, processes, and service delivery in the integrated development planning at a local government.

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CHAPTER 4
PRESENTATION OF FINDINGS ON THE PHYICAL CHARACTERISTIC OF MAKHADO LM

4.1 Introductions

This chapter is the analysis of the physical situation of the study area. It provides a concise description of the study area as well as the analysis of the services provided in the municipality, taking into account the quality and condition of services rendered. The physical living conditions of the residents' geographical areas were also examined to put us in the right perspective of the current service delivery situation in Makhado LM. This is bearing in mind that this has a direct or indirect bearing to the IDP and service delivery.

4.1.1 Location and Makhado wards

Makhado is located in Limpopo Province and it is one of the four local municipalities in Vhembe District Municipality. It is bounded on the north by Musina municipality, on the south by Molemole municipality, on the west by Thulamela municipality and on the east by Molemole municipality. Makhado Municipality is situated 100km from the bounder with Zimbabwean along the N1 route. It forms part of the Maputo corridor.

The head office of the municipality is situated in Louis Trichardt town. It covers an area of 856.38 km, 2 (856 738ha). It has 37wards that make up the municipality. The national road N1 divides Louis Trichardt into two old and new towns that make up the town. Figure 4.1 shows the boundaries of the wards, the location of Louis Trichardt and the selected wards where the questionnaires of the study were distributed.

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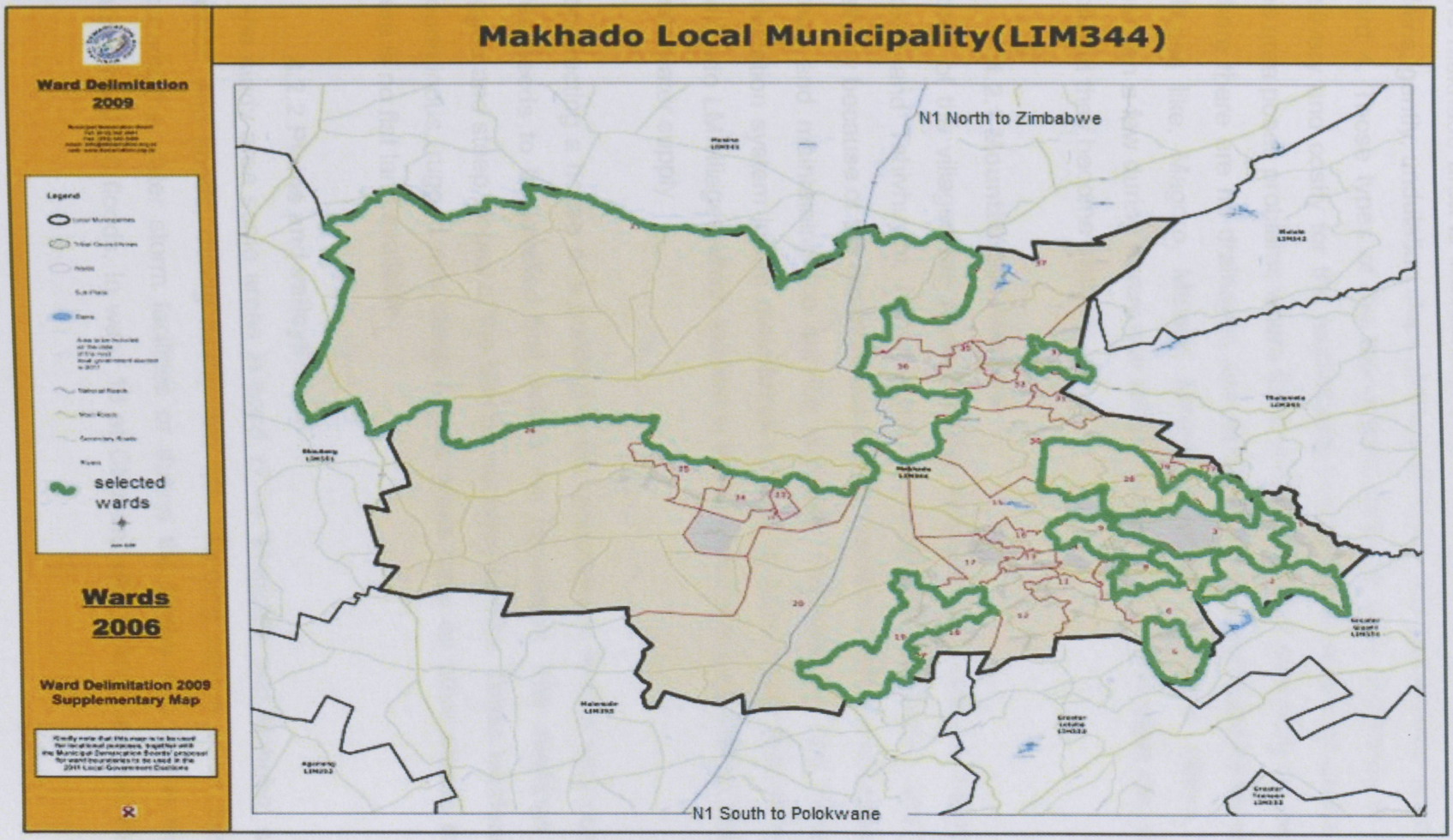
Figure 4.1: Location of Makhado Local Municipality wards



Source: Makhado Local Municipality (SDF) wards delimitation, 2009

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4.2. The topographic features

The Makhado area is characterized by a variety of topological features. There are flat plains, gently; undulation slops plains and valley, and some steep slope that form part of ward 4. Those types of the topographic features have limitations in terms of service delivery and costly for the municipality to maintain services rendered. The flatness of the area poses problems where there is heavy rain fall especially on the gravelled roads where there are no drainages and storm water channel systems for water run-offs. In villages like, Magoro, Matsila, Madobi, Makhasa, Chavani, Mheni, Dolidoli and to mention a few during heavy rain fall the roads are not accessible due to wetness of the soil and they become slippery.

4.2.1 Mountainous features

Some of the villages are located in the mountainous areas i.e. Madobidzha, Shirley, Bokisi and Tshivhuyini, hence there are problems to develop and provide service delivery because of the mountainous terrain. Service delivery is costly to provide in such areas and maintaining the service is costly. For example, the installation of water reticulation system in the mountainous areas is more costly than in the flat areas. In Makhado LM villages which located in the mountainous area that do not have access to basic water supply.

Constructing a house or a building in the mountainous area is very costly because the area needs to be levelled first before the foundation. The dwellings located on the rugged and steep slopes of the hills do not have service. These residents located in the mountainous, rugged and steep slopes areas have no other places to build because there is no flat land available.

4.2.2 Plains and valleys

In the study area some areas in ward 17 i.e. Magulele and Mabobo, are prone to soil erosion and floods, during heavy rain fall. Flooding occurs when the level of water exceeds the water storm facilities or during the heavy rain fall as was experienced during the 2000 floods. In ward 13 at Chavani village and Caledoni the dwellings are

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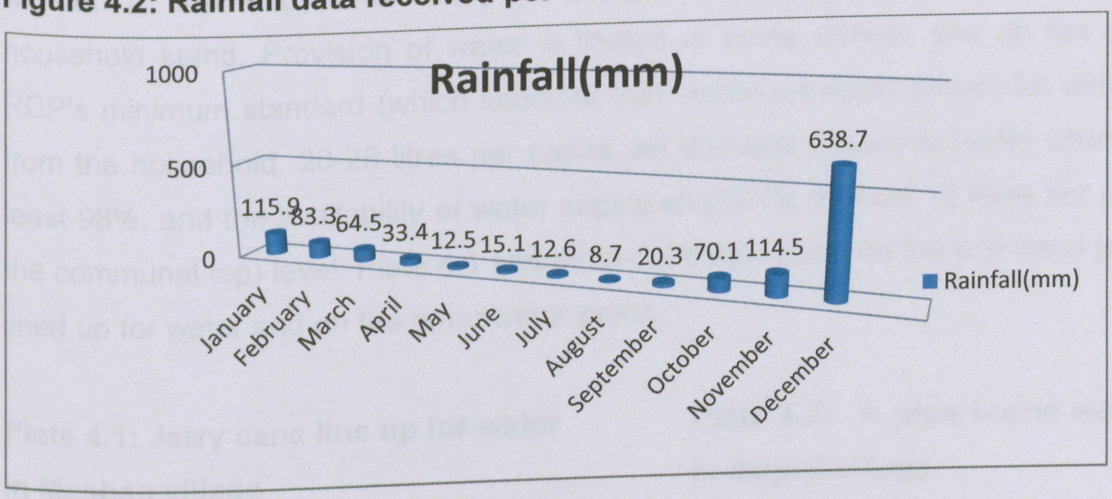
located in the plains and valley. Many huts were washed away in 2000 and the residents have not recovered. Since there are people in these areas, it is a challenge to the municipality to provide them with basic services delivery because of the difficult terrain.

4.2.3 Rainfall data in around Makhado

Makhado LM experiences high temperature and it is humid in summer but mild in winter. The area has hot summers and cool winters. The table 4.1 shows the rainfall received in Makhado Local Municipality in 2010. It is evident that the area has a high rainfall which average about 250mm-500mm per annum. Temperature can rise up to 45 degrees Celsius in summer. The area seems to be prone to drought (Eislinger,2005).

Figure 4.2: Rainfall data received per month in Makado LM in 2010



Source: Agro met No.0766/8987, 2010

Table 4.2 above shows that in Makhado LM the average rainfall in summer are high for examples;in December and January with high rainfall. In winter there is little amount of rainfall received but June has the maximum with 15.1mm.

4.3 service delivery key performance areas

In the previous paragraphs we have described the physical condition in the study area and find it to be problematic. In the following paragraphs we have presented some of

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the service delivery key performance areas with respect to access to them to the residents.

4.3.1 Key performance and focal area 2 of the IDP, service delivery and infrastructure

Access to basic services is one of the key performance areas of the municipality. The IDP stipulates very clearly what is expected on services to the residents. The purpose of presenting it here is to discuss the condition of certain basic service in the municipality.

4.3.1.1 Access to basic water distribution

According to the Constitution of South Africa access to basic water is a right, everyone has a right to have access to water and water is a basic need that people cannot live without. In the study area many rural villages do not have access to water per household stand. Provision of water is limited in some villages and do not meet the RDP's minimum standard (which stipulate that: water provision should be within 200m from the household, 20-25 litres per capita per day and access to water sources of at least 98%, and the availability of water supply should be at least 10 litres per minute at the communal tap) level. Plate 4.1 and plate 4.2 below show on the one hand jerry cans lined up for water and on the other water pump.

Plate 4.1: Jerry cans line up for water in Mashau village



Source: Author's field data; 2011

Plate 4.2: A pipe borne water pipe in Majosi village



Source: Author's field data; 2011

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Plate 4.1 show a wheelbarrow and jerry cans the residents used to collect water from a tanker which passes every Thursday to distribute water to the people of Mashau residents. Plate 4.2 shows that some communities are fortunate they have communal taps. For example in Majosi village most of the stands have a water pump which can be categorized as an intermediate water service but it is far better than none. The challenge in Majosi and Nwamatatani villages is that all households have such privileges but the erratic water reticulation is very poor, in the sense that some days and mostly at nights, the taps run dry.

4.3.2 Access to RDP houses distribution

The south African Constitution stipulates that everyone has right to have access to adequate housing, and the state must take reasonable legislatives and other measures, within its available resources, to achieve the progressive realization of this right. about 17 564 households stay in houses that are below RDP standard. Current allocation are in sufficient to meet target at it will take 20 years to eradicate the current population growth and worsen the situation. It is important to note that current private land ownership is difficult to abstain in rural areas of the resident reside on informal settlement. Both the RDP and People Housing Project policies are used to provide housing but they are not sufficient. The RDP approach is that the Department of Local Government and housing appoints a developer who builds houses where the communities live. The PHP approach is the DLGH transfers funds to the municipality and local boundaries in the community are appointed to build the housing with the assistance of the beneficiaries.

In the study area there are different types of housing were most of people build their houses. But there are lots of people living in houses that are below the RDP standards. Although the municipality has tried to provide RDP houses to the residents the quality is sometimes not good as shown in plate 4.3 and 4.4, and the housing backlogs stands at 17668 (2011/12 adopted IDP review).

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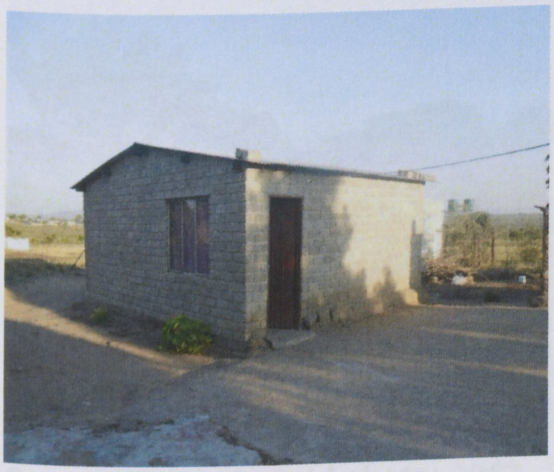
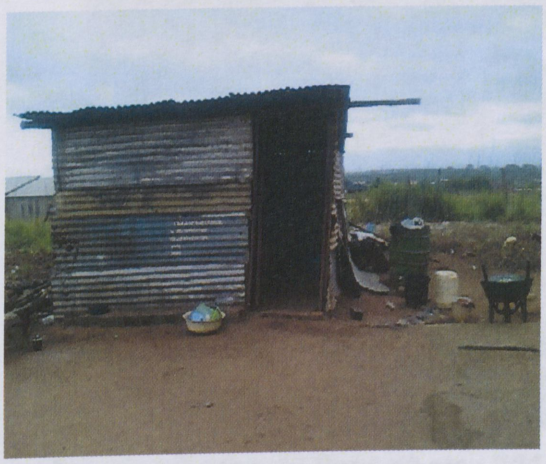
Plate 4.3: An poor quality RDP house In Madobi village.



Source: Author's field data; 2011

Plate 4.4: A shark next to Elim Hospital.



Source: Author's field data; 2011

Plate 4.3 is a typical RDP house which was built in 2008 and it can be considered a fairly good standard but the norm should be brick and not cement blocks. Contrary to that in plate 4.4 is a shark standing next to Elim hospital an example of a resident on the RDP waiting list. The picture was taken in Elim village to illustrate the housing condition of some of the residents. It is not in a good condition, six family members sometimes live such shacks and when it is hot the heat becomes unbearable.

4.3.3 Access to other basic services

Form the community survey of 2007; infrastructure services do not meet the population growth rate of Makhado LM which is 1.4%. Similarly, the service of water is not even meeting the demand. For example Vondo RWS, Mutshidzi RWS, Tshitale RWS, Middle Letaba RWS and Albasine dam are all supposed to provide water to the resident of Makhado but they do not get intermediate supply. The source of water is not meeting the population demand in terms of the RDP water supply standards. Most rural areas are served with communal stand pipe water from boreholes and most do not have sanitation facilities. This means that households have to construct their own pit latrines. As earlier discussed not less than 90 430 households do not have access to sanitation facilities at RDP stands. Plate 4.5 and 4.6 show the difference between an RDP level sanitation facility and the one that does not have.

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Plate 4.5: Poor constructed latrine



Source: Author's field photo; 2012

Plate 4.6: RDP standard VIP toilet



Source: Author's field photo; 2012

Plate 4.5 shows that some households do not have proper sanitation facilities and have to construct their own pit latrines, which are below the RDP stands, not hygienic for the environment. Plate 4.6 shows the VIP sanitation facilities. In most rural areas the VIP toilets were provide for free but in some of the villages they are still planned for and the resident were required to register their stand so that they will also receive the toilets.

The table 4.1 below shows the type of toilets that have been constructed in the study area. If we look at the statistical data of the municipality in term of service delivery shown in table 4.1 we can see that many households receive services below basic

Table 4.2: Access to basic services in Makhado LM

Services	2011(129 665 households)	
	Basic and above	Below basic
Water	69 290	60 375
Sanitation	39 235	90 430
Electricity	95 152	34 514
Refuge removal	9 856	119 809
Housing	112 210	17 564

Source: 2011/2012, Makhado IDP

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From table 4.2 above we can see that the backlog is huge and the challenge of service delivery in the municipality is enormous.

4.3.4. The service delivery challenges

Service delivery challenges are cumbersome. For example, the municipality has a very fragmented water service provision which is far below standard. It implies that less water is available for agricultural which is one of the pillars of the rural economy. The question is what happened to planning in the water scheme? In a nut shell some of the challenges of basic service provision can be summarized as follows:

- EPD has not met the required standards for the construction of VIP toilets.
- There are an authorized water connection as shown in plate 4.7 below

Plate 4.7: Illegal water connection



Source: Author's field data, 2012

The picture shows how people are indulge in illegal water connection in Magoro village where they were connection water from one of Xikhulu section communal tap to new stands which is 1km away. Vhembe DM is the water service authority this means the district owns the water. Makhado LM as a water service provider must provide water to it the communities to avoid illegal connections of water. Water meters are not monitored

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and protected for example in plate 4.8 below we can see water meter which is careless broken and has not been repaired.

Plate 4.8: A broken water meter in Majosi village



Source: Author's field data, 2012

From plate 4.8 we can see how a water meter has been vandalized thus making it difficult to supply water to other residents. One of the major problems related to water meter problem is the inability of the municipality to monitor and maintain properly the water facilities.

4.3.5 Free basic electricity

The intention of the Makhado municipality's FBW policy is to ensure that all residents have access to water and sanitation supply because of being unable to pay for such services. For Free Basic Sanitation, the poor households are targeted and receive indigent subsidy monthly. In order to achieve this, an indigent register is kept and is updated annually.

About 34 693 households are without electricity in Makhado LM and the municipality has a FBE policy targeted at poor households. Free 50 Kilowatts units of electricity are given to the indigents households on a monthly basis. An indigent that earns less than R1 880 per month is qualified to be on the indigent register of households and/ or are

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unemployed is kept and updated annually. About 19 340 indigent households in both Eskom and the Municipal license areas received FBE in 2011. A further 1100 households using the Solar Energy system in areas where there is no electrical grid received the free basic energy subsidy. Although most households in rural areas are electrified, some do not have electricity appliances. It must also be mentioned that pre-paid cards are not accessible to all villages in Makhado LM because village Thothololo, Bokisi and Madobi are located in rocky areas and are not easily accessible.

4.3.5.1. Theft and vandalisation

The municipality has noticed concerns with regards to the continuation of vandalism and theft of electrical infrastructure. In 2010/2011 financial year not less than R260 000 has been spent to repair vandalized infrastructure replacement of those stolen. This has a negative impact on the municipality's capacity to deliver electrical services and consequently the supply of water and what the IDP seeks to achieve. Remote installations like water pumps are being targeted and as a consequence the municipality has to endure unbudgeted replacement costs and the affected communities are left stranded for days without the provision or supply of water because the facilities have been vandalized or stolen. The areas that witness more theft and vandalisation include Sinthumule/Kutama, Levubu and Makhado town's main water boreholes.

Electrical power transformers have also been vandalized which affects the light industrial area and business areas. Business in Eltivillas area and residential sites in and around Makhado are also affected particularly the theft of electrical infrastructure in villages where the subsidized funding from DME is being used. This results in lack of replacement funds and as a result of that communities are being left without electricity supply. We can see that the local municipality tries to do its best but the facilities are vandalized (See plate 4.9).

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Plate 4.9: Vandalised electricity facilities



Source: Author's field data, 2012

In plate 4.9 we can see the loose end of an example of a vandalized facility left without proper maintenance of the reticulation lines thus causing regular short circuits. There are isolated cases of houses that have caught fire, presumable as a result of short circuits when illegal connections are carried out. There is a grave backlog of 2000 km (90%) worth's of bush clearing along the reticulation lines. The current estimated cost for bush clearing is R7 000 per km. The impact of overtime worked due to electricity supply disruption is enormous. During the second quarter of the 2011/12 financial year 86% of funds allocated for overtime had been spent to provide such services to the residents. During the Municipal Turn Around Strategy, it was discovered that Makhado LM has bulk electricity capacity constraints and this limits the development pace for the provision of electricity and keeping a stable supply. The vacancy rate within the electrical division is also very high thus rendering the existing staff overburdened to handle the demands. The residents also have confusion when dealing with electrification enquiries to the two suppliers, namely Eskom and the Municipality.

4.3.6 Roads and Storm water Infrastructure problems

The internal street networks in the rural areas are predominantly dirt ridden and are therefore generally in a bad condition, particularly during the rainy season. Those in

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Louis Trichardt town and the surrounding townships are generally tarred and provided with storm water drainage systems but their condition is getting bad with potholes because of lack of maintenance. Although most of the roads linking the villages are gravelled they lacked proper maintenance and cannot be used in very wet conditions. The municipality is trying its best by grinding those busy roads where public transport uses mostly. Particularly between Louis Trichardt and Elim and other villages toward Giyani namely

In general, the roads in Makhado Municipal area are in a bad condition and require upgrading especially during the summer seasons when the rains are heavy and fall some of the roads become impracticable for example Magoro and Kurhuleni villages, see plate 4.10.

Plate 4.10: Condition of gravel roads in Makhado



Source: Author's field data, 2012

In rural areas like Tshakuma, Elim where there are informal businesses activities, signs of decay are evident due to roads that have not been maintained and upgraded and this has led to a state where certain properties are not easily to accessible and business can thrive. The main road and storm water management system maintenance backlog is estimated at approximately (4400km). The Vuwani area has the largest backlog followed by Dzanani. The Municipality is currently upgrading some of the roads from

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gravel to tar roads to reduce the backlog but more has to be done. For example road D222 was officially opened in 2011 and it connects Vuwani Levubu road and Punda Maria road.

4.3.7 Waste management

Louis Trichardt town, the Air Force base and the surrounding townships (5 R293 towns) have a proper waste management system in place, with sufficient capacity for the short to medium term. The illegal dumping of waste contributes to the contamination of ground water. The waste disposal sites in the rural areas are not registered and have no permits and our observation shows that households in rural areas usually burn their waste. The illegal dumping of waste and indiscriminate littering of plastic bags and papers is becoming a serious concern. In rural areas like Bungeni, Mashamba and Chavani is difficult for the municipality to control waste disposal because of lack of personnel and inadequate monitoring.

The municipality is responsible for operating and maintaining the waste management services dealing with solid waste collection, storage and management particularly at household and business level. The Provincial Department of Health is responsible for the licensing, operation and maintenance of those waste management systems that treat and dispose medical waste, in the towns and even in rural areas but it is not uncommon to see medical wastes disposed in the bushes indiscriminately.

Although Makhado municipality removes the waste once per week from the military air force base on the contrary in the rural areas of Kutama and Sinthumule the services are rudimentary for waste collection. There are two registered d landfill sites within the municipality which is currently full to capacity. The process of establishing a new landfill site is underway and there are also plans in the pipeline to develop waste transfer stations in rural communities. The lack of adequate waste disposal facilities contributes to the illegal disposal of waste by burning and this consequently affects the air quality. More could be done but with a population growth of 1.4% annually it is compounding the problem. Plate 4.11 is an example of the illegal dumping of waste.

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Plate 4.11: Waste dumped illegally in Majosi village



Source: Author's field data, 2012

From plate 4.11, at Nkuzani and Majosi villages illegal dumping site like these attracts rodents and flies which is detrimental to health. Such areas contaminate the environment. The Municipality has three solid waste transfer stations in the following areas: Waste Transfer Facilities with Permits

- Vuwani Waste Transfer Station
- Dzanani Waste Transfer Station
- Waterval Waste Transfer Station (Awaiting permit)

4.3.8 Safety and Security

Makhado LM IDPs does not explain clearly the norms for the provision of safety and security facilities such as police stations, as is the case with most other social facilities such as schools and clinics. On the contrary police facilities are provided in accordance with real needs of a particular community. Therefore, the provision of a police station is not dependent on the size of a settlement but rather on the number of reported crime incidence within a given area, within an acceptable threshold. An extension beyond the given threshold would generally necessitate the provision of such an institution. More easily articulated, should the crime rate be high in a particular area, the feasibility of the police station will be given more preference than in a community of the same size in which the crime rate is much lower.

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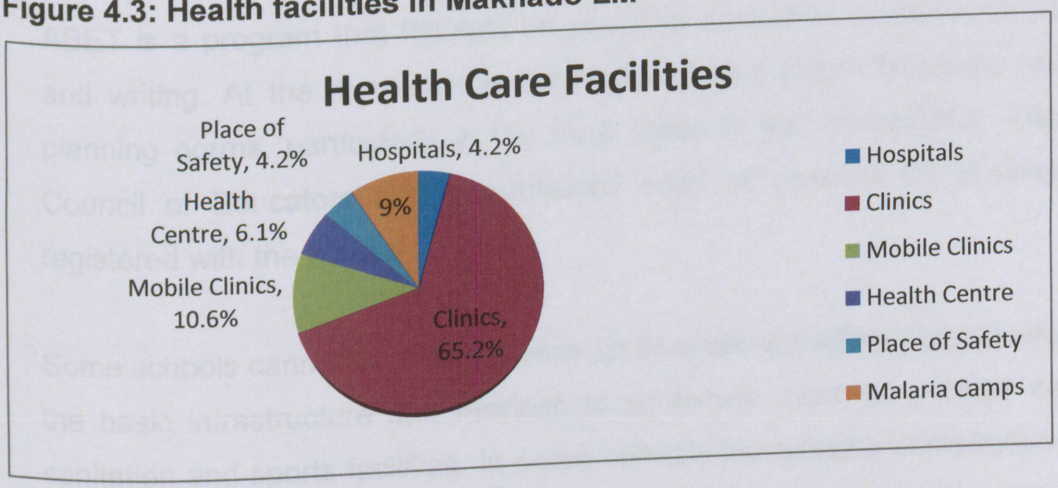
The urban areas all well served with police stations and magistrate courts, however, the rural areas do not have sufficient facilities. The long distances and road conditions in the deeper rural areas render the effective reaction time very long, which may be problematic in the case of emergencies. There are stakeholders, the leaders and chiefs that play an important role in maintaining the basic law and order in most rural areas where there are no such services.

4.3.9. Access to health care facilities

The right to health services is provided for in the three section of the Constitution of South Africa, section 27, 28 and 29. Medical facilities in Makhado LM are inadequate considering that there about 500 000 of the local population. The facilities in the urban areas are better equipped than those in the rural areas. The provision of the health families is not even because some large villages do not have facilities and the man power. For example in Ward 8 in Khomanani sub-area there is only one health centre which serves about six villages with a population of 14340. Figure 4.3 shows the health facilities provided by Makhado LM which serve a population of 47 1805 people.

Figure 4.3: Health facilities in Makhado LM



Source: 2011/12 IDP, Makhado LM

From figure 4.3 we can see that clinics are more spread, but for a population of 500 000. It means that for the clinics the ratio is 1:11 630 i.e. one clinic serving almost twelve thousands residents. In terms of health facilities, the challenge is inadequate

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provision due to lack of funds. Similarly shortage of medicines and electricity interruption distort services to the rural residents if the municipality has good intention to provide such services. In areas where there are no mobile clinics the people resort to traditional healers who give them different concoctions. According to the IDP report of 2011/2012, HIV/AIDS is on the increase in the municipality so are respiratory disease and diarrhoea and water borne disease like cholera. Some of the clinics cannot operate due to lack of water.

4.3.10 Education and Training

In Makhado LM the National Department of Education is responsible for drafting policies, legislations, and the setting of national norms and standards for both basic and higher education and training. On the other hand the provincial Department of Education is responsible for setting its own priorities and implementing its programmes in the context of the national framework for the provision of good educational services. This is a priority that the municipality does not have direct responsibility but each time there is a problem, the first port of call is the local municipality.

Emphasis on adult education is also important in order to improve the overall levels of literacy. The key to this initiative is the Adult Basic Education and Training (ABET). ABET is a program that focuses on practical education issues such as basic reading and writing. At the moment the pupil-teacher and pupil-classroom ratio exceeds the planning norms, particularly in the rural areas of the municipality. The South African Council of Educators has a published code of conduct for professional teachers registered with the council.

Some schools cannot function properly as they are not adequately provided with at least the basic infrastructure and facilities to an extent, such as potable water, electricity, sanitation and sports facilities. In some schools the existing infrastructure is dilapidated and these conditions are not conducive to proper and constructive education. Plate 12 is a typical example of a basic education with a very bad condition of learning.

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Plate 4.12: A poorly and damaged equipped class room

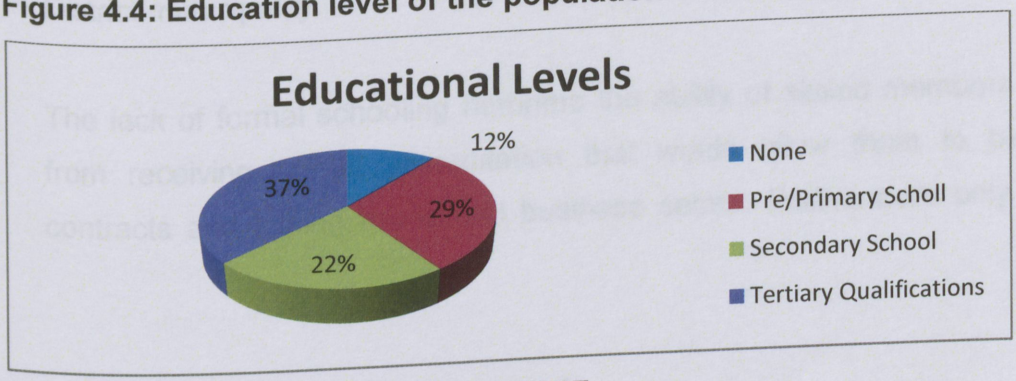


Source: Author's field data 2012

In relation to plate 4.12 above, the main needs in Makhado lie in ensuring textbooks arrive on time which has not been the case in Limpopo province as a whole where after six months into the learning year schools have not received text books only of recent. Facilities like library are very scanty and sometimes they do not exist.

The low level of formal education and vocational training limits the development of entrepreneurship in the municipality. In Makhado local municipality provincial Department of Education is responsible for the operation and maintenance of public educational facilities. It is by far the largest percentage of the departmental budget and a large sum is allocated for the salaries and wages of teachers. Figure 4.3 below shows the level of education of the population in Makhado LM.

Figure 4.4: Education level of the population of Makhado



Source: Stats. Community survey 2007

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From figure 4.4 above, we see that the educational levels in Makhado are a point of concern. The majority of the population that is shown to be in the economically active age categories (between 15 and 64) is highlighted by the fact that 42% of the total population has an education level at secondary schooling and/ or higher. Approximately 27% are at primary school level, whereas only 7.5% of the total population has tertiary (post school) qualifications.

In order to compare the level of education in Makhado LM to Vhembe DM, the Limpopo province and South Africa, we got information on the statistic put together by quantic in 2006.

Table 4.2: Educational level Makhado LM compared to Vhembe

	No schooling	Some primary	Complete primary	Some secondary	Grade 12/std 10	Post-secondary	Population over 20
Makhado LM	35%	12%	6%	26%	14%	7%	100%
Vhembe DM	32%	13%	6%	27%	14%	7%	100%
Limpopo	33%	14%	6%	26%	14%	7%	100%
South Africa	18%	16%	6%	31%	20%	8%	100%

Source: Quantic, 2006 and kayamandi calculassions

As can be seen from table 4.2 above that, in South Africa 18% of the population over the age of 20 have not received any formal education, the figure is somewhat worse in the Limpopo Province at 33% and Makhado Municipality 35% respectively of those over the age of 20 have not attended school. The proportion of the population without education was at 35% within Makhado Municipality which is the highest in Vhembe District municipality.

The lack of formal schooling hampers the ability of skilled members of the community from receiving formal accreditation that would allow them to bid on government contracts and joining the formal business sector. Furthermore only 14% of Makhado

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Municipality population over the age of 20 has completed grade 12, compared to 20% of the nation as a whole and this is discourage.

4.3.11 Library Services in Makhado

In Makhado Local Municipality Library and Information services are responsible for delivering library and information services to the residents. This key- role is to enhance the developmental role of the Municipality and contribute to the reading, learning and skill development of all its residents and positioned itself to address the social, economic and cultural challenges facing the Makhado communities. The following outcomes were identified during our study as very important:

- Library resources and services which include the provision of relevant information, lending and reference services, collection and development management as well as electronic information services.
- Provision of literacy programmes (ready to read)
- Educational support services.

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Listed below are the library facilities that the municipality can boast of providing:

- The Old age home satellite library
- Air force base satellite library
- Kutama- Sinthumule satellite library
- LTT prison satellite library
- Ratshikwekwete secondary school
- Lwenzhe secondary school
- Hanyani-Nkuzana secondary school
- Wayeni- Mahatleni secondary school
- Kids academy
- Emmanual school
- Kutama secondary school
- ST Scholastic primary school
- Maluta secondary school
- Tshifhire Primary school

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Despite this, the general literacy rate amongst adults in the rural area is very low which presents numerous practical problems for the people. In most cases at least the primary schools are within a reasonable walking distance for most learners.

4.3. Conclusion

From the preceding discussion, we have been able to show that as far as service delivery is concern; Makhado LM has a long way to go. One of the major problem of service delivery is that the MIG budget which was R46 197 000 in 2011 is not enough to provide for services that the residents need in the rural areas. The roads conditions are very poor in the rural areas as we have seen in the discussions. Although the municipality is making frantic effort to provide service as contained in the IDP provisions and processes, we cannot say that service provision was a complete success. There has been success in the provision of FBE but most of the basic services are behind target and it is not clear whether the municipality can meet the MDG of 2014 with the view of eliminating the backlogs.

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CHAPTER 5
DATA PRESENTATION ON REASERCH FINDINGS AND ANALYSIS

5.1. Introduction

This chapter is a presentation of the research findings, interpretation and analysis. The socio-demographic data, the gender profile, the age group, employment status and the respondents' assessment of service rendered in Makhado LM. It was on the bases of this information that we were able to determine the perception of the respondents on access to service in the Local Municipality.

5.2. Socio-demographic information

The population of Makhado LM stands at 495261 and the annual growth rate is 1.4%. It is composed of 54.25% female and about 45.75% male. The population is youthful which means that in the recent future they will be demanding jobs and services and a high dependency ratio, (2011/2012).The total number of household in the municipality stands at 129 665. There are 5 formal towns which are Louise Trichardt, Vleifontein, Vuwani, Waterval and Dzanani, in addition to this there are 279 villages within the municipality. As early indicated there are 38 wards. The traditional leaders are ex-officio members of the municipal council.

5.2.1 The population and service backlogs

The service backlogs as at 2011 is still very high for example out of the total households of 129 665, less than half have access to water. Table 5.1 shows the service backlogs with respect to the population.

Table 5.1: Service backlog in Makhado LM

Population	Service and backlogs					
	Households	Water	Sanitation	Refuse removal	Electricity	Housing
495 261	129 665	60 375	90 430	119 809	34 514	17 564

Source: Makhado IDP 2011/2012

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From table 5.1 above, we can see that the backlog is huge in terms of sanitation, about 69.74% have no access to sanitation and the situation is worse as far as refuge removal is concerned i.e. 92.4% have no access. Only electricity is better where 34 514 have no access to electricity. Similarly, in terms of those receiving free basic services, table 5.2 below shows that only 6 713 receive free basic electricity from the municipality and 11 879 from ESKOM amounting to a total of 19 340. The good news however, is that 129 224 households receive free basic water which is about 100% but we should mention that these are not stand pipes within 200 meter of the residents but water sometimes distributed through water tankers. Table 5.2 shows the service providers in terms of free basic electricity and water.

Table 5.2: Provision of free basic services

Indigent households	Receiving free basic electricity	Receiving free basic water	Debts owed to municipality
75 469	Makado LM 6 713	129 224	R154 013 054
	ESKOM 11 879		
	Total 19 340	129 224	R154 013 054

Source: Makhado IDP 2011/2012

From table 5.2 above we can see that the debts owed the municipality is huge i.e. R154 million which could assist in providing more services to other households.

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5.2.2. Active and inactive population

The table 5.3 shows the active and inactive population in Makhado LM economy.

Table 5.3: Economically active and inactive

Population	Percentage
Economically active	46%
Economically inactive	54%
Total	100

Source: Makhado IDP 2011/2012

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[illegible]

[illegible] Population profile [illegible]

[illegible]

Table [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Total	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

Key: [illegible]

[illegible]

Table [illegible] [illegible]

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number of questionnaires distributed in ward 4&9 were 20 and all the respondents returned the questionnaires.

5.2.4 Gender profile

The gender of the respondents was analysed in order to know whether there were more female or males counterparts in the area. This was done to know whether male or females had the propensity to stay without migrating because this affects the provision of basic services. The study shows that out of the total of 145 respondents, 82 were females while only 63 were males. This means that females were more likely to stay in Makhado LM and will require services. It is maybe that male counterparts migrate to other local municipalities in search of greener pasture. Table 5.5 shows the distribution of the respondents by gender.

Table 5.5: Respondents categorization by genders

Gender	Respondents				Total	
	Ward Councillors		Communities			
	Frequency	%	Frequency	%	Frequency	%
Male	4	2.8	59	41	63	43
Female	6	4.2	76	52	82	57
Total	**10**	**7**	**135**	**93**	**145**	**100**

Source: Author's field data; 2011

N =145 respondents

Table 5.5 shows the respondent's categorization by gender, the study shows that 57% of the respondents were female and 43% were male. Being male or female does not have any impact on the services provided by the municipality i.e. not gender sensitive and for example free basic electricity and water was available to both male and female without discrimination.

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5.2.5 Age group of the respondents

The age group of the respondents is presented in table 5.6 and the aim was to indicate whether in the study area a particular age group is prone to staying in Makhado LM or migrating because of lack of services rendered.

Table 5.6: Respondents age bracket

Age bracket	NQR	Ward 5&33	%	Ward 4&9	%	Ward 28&19	%	Ward 21&13	%	Ward 2&8	%	Total %
15-20	8	3	1.4	1	0.7	1	0.7	0	0	3	2	4.8
20-25	21	6	4.2	3	2	4	2.8	3	2	5	3.4	14.4
25-30	17	3	2	4	2.8	3	2	5	3.4	2	2	12.2
30-40	20	5	3.4	5	3.4	2	1.4	7	4.8	1	0.7	13.6
40-45	13	0	0	3	2	4	2.8	5	3.4	1	0.7	11.7
45-50	17	4	2.8	2	1.4	4	2.8	2	1.4	5	3.4	11.8
50-55	20	5	3.4	3	2	3	2	5	3.4	4	2.8	13.6
55-60	19	5	3.4	2	1.4	2	1.4	5	3.4	5	3.4	13
60 and above	10	3	2	1	0.7	1	0.7	3	2	2	1.4	6.8
Total	**145**	**34**	**23.4**	**24**	**16.6**	**24**	**16.6**	**34**	**23.4**	**38**	**19.3**	**100%**

Source: Authors field data; 2011

Key: NQR= number of questionnaires returned

Table 5.6 shows that the dominant age group of the respondents was the youth (between the ages of 25 to 30). The wards that had the highest number of teenagers i.e. 15 to 20 years were 5&33 and 2&8 wards. Age bracket of 50-55 and 30-40 had a total of 13.6%. This means that majority of the population is active and would require employment to pay for services rendered by the municipality.

5.2.6 Employment status of the respondents

In order to unpack the employment status of the respondents in Makhado LM, they were asked to indicate whether they were employed or unemployed. Figure 5.1 shows the category of employment.

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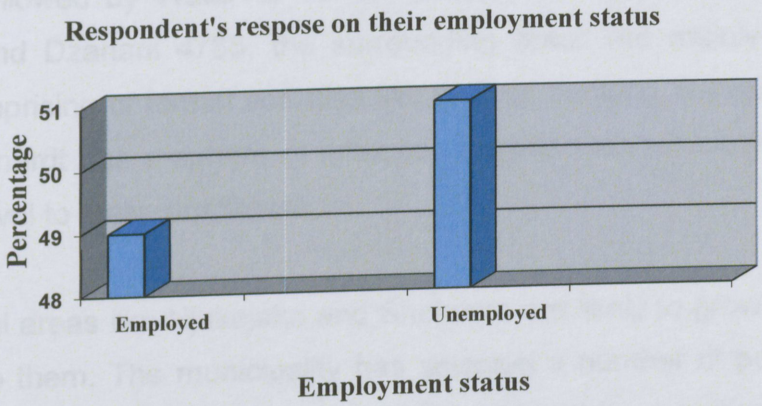
Figure 5.1: Respondents employment status



Source: Author's field data; 2011

From figure 5.1, we can see that 51% of the respondents were unemployed and only 49% were employed on a further investigation we discovered that although 51% of the respondents were employed most of them were self-employed i.e. they worked on privately own farms. This has serious implication for service delivery because it means that most of them will fall under the category of the waiting list for free basic services.

5.3 IDP analysis per KPAs in Makhado LM

In the IDP, the main aim is to provide the services that would be made available for the residents of a municipality. In order to achieve this, the Key Performance areas have to be addressed correctly to ensure that the components of IDP can be meeting all requirements for service delivery. There are five KPAs namely:

I. Spatial development
II. Service delivery and infrastructure
III. Sustainable communities (LED)
IV. Governance and organizational development
V. Financial viability

In this section we have attempted to discuss how Makhado LM has featured in the five KPAs a pre-requisite for the credibility of an IDP.

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5.3.1 Spatial development framework

The main town in Makhado LM is Louis Trichardt which has a population of 11 014 people, followed by Waterval 10 446 people, Vleifountein 4774 people, Vuwani 877 people, and Dzanani 4735, the surrounding areas are mainly rural settlements and farms comprising of formal activities like trading, banking, transport etc. The main town Louis Trichardt has a sphere of influence beyond the municipal boundaries and many people travel to make purchases.

Some rural areas like Njakajaka and Shakuma are likely to grow if an economic activity is given to them. The municipality has selected a number of population concentration points as targets for economic development. This assertion was evident in the 2011/2012 IDP booklet. Makhado municipality growth points are Dzanani, Madombizha, Nkuzani and Vuwani. These designated local growth points represent only 50% of the total number of settlements in the municipality. It is expected that by designating them as growth points, they will be properly planned and services provided to lift up the status of the area.

On the contrary, a large chunk of the residents resides in very small unplanned and isolated settlements. Most of the settlements are and not considered as priority to the municipality not because they are not imported but because they are isolated and service provision will be very worthy to provide. Such villages are for example Pfumbada in ward 28, Makhasa in ward 3 and Vyeboom in ward 28.

The municipality has also 8 local service points which are in Vivo, Buysdorp, Vleintein, Tshimbupfe, Valdzia, Manyii, Olifanshoek and Waterpoort. These service points have at least a police station and play grounds. Some skeletal services are provided there. A large number of commuters make use of taxis and bus transport to move from one place to another. The municipality does not have its own mass transport fleet. Plate 5.1 is a typical taxi rank in Louis Trichardt Town.

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Plate 5.1: Typical taxi rang in Louis Trichardt.



Source: Author's field data

From plate 5.1 it is clear how crowded the taxis and buses scramble for space as if there is no organized way of using the rank. The municipality does not subsidize transport for the employed workers.

5.3.1.1 Land use in Makhado

The story recalled that Makhado LM comprise of mainly Louis Trichardt town, Vleifontain, Waterval, Vuwani and Dzanani R293 tourism with surrounding farm lands in the rural areas. The rest is thorny hills, and flat thorn bush fields. There are about 10 478 farms in Makhado LM. The main activities include Agriculture, tourism and mining. The Soutpansberg conservation where development area is about tourism but the municipality has not pushed this forward and tourism is still rudimentary. In relation to less economic areas, the residents migrate to other more economically vibrant areas.

In order to verify if the resident were involved at any stage of the IDP with regards to spatial development, they were asked to indicate their satisfaction level as shown in table 5.7 below.

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Table 5.7 Respondents satisfaction level with spatial planning

Makhado LM	Population	NQR	Highly satisfied	%	Satisfied	%	Not satisfied	%	Total %
Ward 5&33	46683	45	22	15.2	16	11	7	4.8	**31**
Ward 4&9	18251	20	3	2	5	3.4	12	8.2	**13.8**
Ward 28&19	18099	19	1	0.7	6	4.2	12	8.3	**13.1**
Ward 21&13	32250	32	10	6.9	8	5.5	14	9.7	**22.1**
Ward 2&8	28603	29	5	3.4	8	5.5	16	11	**20**
Total	**143886**	**145**	**40**	**27.6**	**43**	**29.7**	**62**	**42.7**	**100**

Source: Author's field data; 2011

Table 5.7 above shows that on issues concerning spatial planning only 27.6% of the people were highly satisfied and 29.7% were just satisfied. About 42.7% were not satisfied this however, does not have direct link with service delivery and it is not clear how the residents would have participated in an abstract subject like spatial planning where the technical knowledge is needed.

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5.3.2 Service delivery and infrastructure

In chapter four we discussed the respondents' access to service delivery which included water and sanitation etc. In this section we shall lay more emphasis on the respondents general perception on services rendered to them.

5.3.2.1 Respondents access to civic centres

A civic centre is a place where people can go and meet with other people and have access to information where they do not have before, including public library and IDP papers. A notable example in Makhado will be equivalent of town halls where the residents can have meetings, weddings and other traditional occasions. As earlier mentioned the town that has more or less complete information centres is Louis Trichardt followed by the five growth points that have town halls where the community uses for social activities. The municipality held some of the IDP participation forums in those areas. Figure 5.8 illustrates the respondents' access to such facilities.

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Table 5.8: Respondent access to civic or town hall centres

Makhado LM	Population	NQR	Highly satisfied	%	Satisfied	%	Not satisfied	%	Total %
Ward 5&33	46683	45	22	15.2	16	11	7	4.8	31
Ward 4&9	18251	20	3	2	5	3.4	12	8.2	13.8
Ward 28&19	18099	19	1	0.7	6	4.2	12	8.3	13.1
Ward 21&13	32250	32	10	6.9	8	5.5	14	9.7	22.1
Ward 2&8	28603	29	5	3.4	8	5.5	16	11	20
Total	**143886**	**145**	**40**	**27.6**	**43**	**29.7**	**62**	**42.7**	**100**

Source: Author's field data; 2011

The figures show that majority of the people have access to these facilities but some of them were not provided by the municipality. Plate 5.2 below shows a civic centre and town hall in Njakanjaka village

Plate 5.2: Civic centre town hall



Source: Author's field data, 2012

The picture in plate 5.2 shows a fully equipped civic centre and town hall. The respondents (47.2%) indicated that they used the centre for social gathering even if they were not provided by the municipality 27% were very highly satisfied with the activities in the civic or town halls even if they did not participate in the gatherings.

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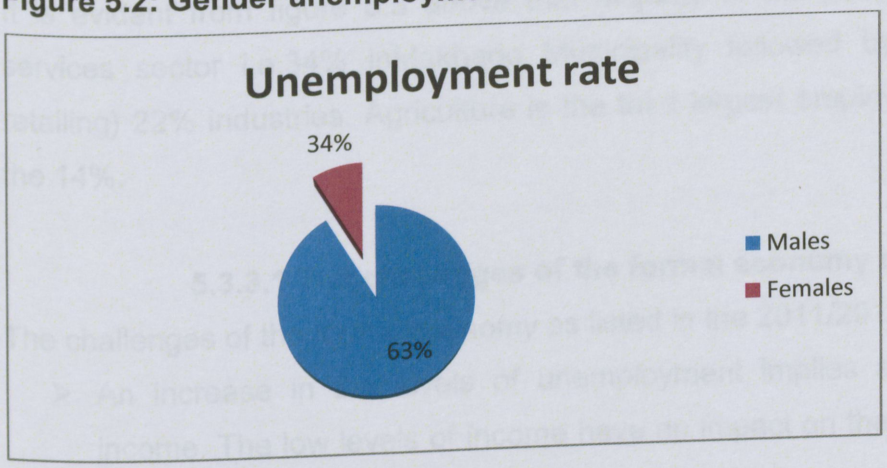
5.3.3 Sustainable LED

In Makhado municipality the formal economy can be considered a "dual economy", because it comprises two distinct elements namely the first tier economy of Louis Trichardt town and second tier economy comprising farms and the more informal economies of surrounding townships and rural areas.Makhado town serves as a regional functional on to the surrounding areas, (e.g. trade services, banking, manufacturing, storage, transport, etc.), because of its size and level of sophistication. The economy is also able to generate a significant number of direct employment opportunities for the local communities. The economies of surrounding townships and rural areas comprise mostly of informal activities and largely serve the immediate consumption needs of local people, and such activities could be formed in the following villages, Levubu, Tshakuma and Mpheni.

Agriculture, Trade and Services sectors largely drive the formal economy of Makhado town, Vleifontein, Elim, Dzanani, Levubu and Vuwani. A portion of the Makhado economy comprises of the processing of primary products produced locally. In terms of employment figure 5.2 shows the employment rate of the respondents.

Figure 5.2: Gender unemployment rates in Makhado.



Source: Global insight, 2006

Figure 5.2 show that in general unemployment is high among females than their male's counterparts which mean there is still a need to empower women. From the above, it is

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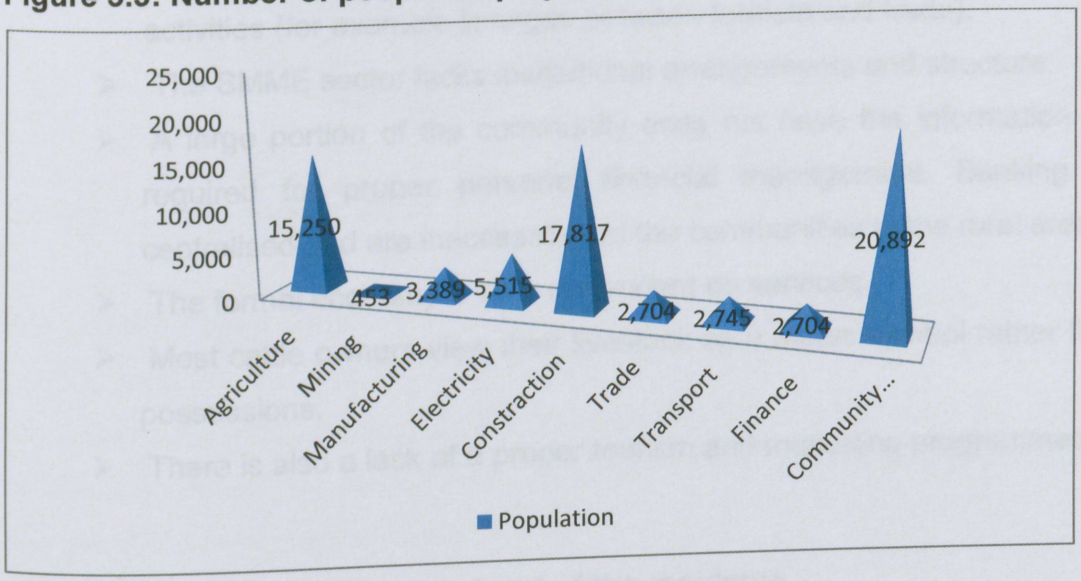
evident that the large portion of the economically inactive population is unemployed. Forty eight percent (48%) of the economically is an inactive population and unemployed. The unemployment figures in Makhado will be exacerbated by the recent closure of businesses. Employment per sector is shown in figure 5.3.

Figure 5.3: Number of people employed in the economic sectors in Makhado LM



Source: Global insight, 2006

It is evident from figure 5.3 above that majority of the people are employed in the services sector i.e.34% inMakhado Municipality followed by trade (wholesale and retailing) 22% industries. Agriculture is the third largest employer within municipality in the 14%.

5.3.3.1 The challenges of the formal economy in Makhado LM

The challenges of the formal economy as listed in the 2011/2012 IDP as follows:

- An increase in the levels of unemployment implies a decrease in monetary income. The low levels of income have an impact on the ability of the community to afford the cost of the services rendered to them.
- Local tourism is not developed to its full potential.

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- The local economy is very small when compared to other economies in the Limpopo Province and as such the municipality is extremely vulnerable to changes in the provincial economy.
- There is in general low level of formal education, vocational training and the development of entrepreneurship. People may be aware of economic opportunities but cannot gain access to capital.
- There are weak forward and backward linkages between the various economic activities (for example linkages between tourism and trade).
- The SMME sector lacks institutional arrangements and structure.
- A large portion of the community does not have the information or knowledge required for proper personal financial management. Banking services are centralised and are inaccessible to the communities in the rural areas.
- The formal economy is very dependent on services.
- Most cattle owners view their livestock as a status symbol rather than economic possessions.
- There is also a lack of a proper tourism and marketing programmes.

5.3.3.2. Poverty level of the residents

The issues of service delivery is linked to poverty level of the residents because the poor cannot afford service at intermediate or full level so it means that they may be deprived of such services. Table 5.9 shows the number of people in poverty while figure 5.8 below shows their percentage.

Table 5.9: Poverty levels among races in Makhado LM

Race	Makhado
Black	352 812
White	559
Coloured	371
Asian	30
Total	353 772

Source: Global Insight, 2006

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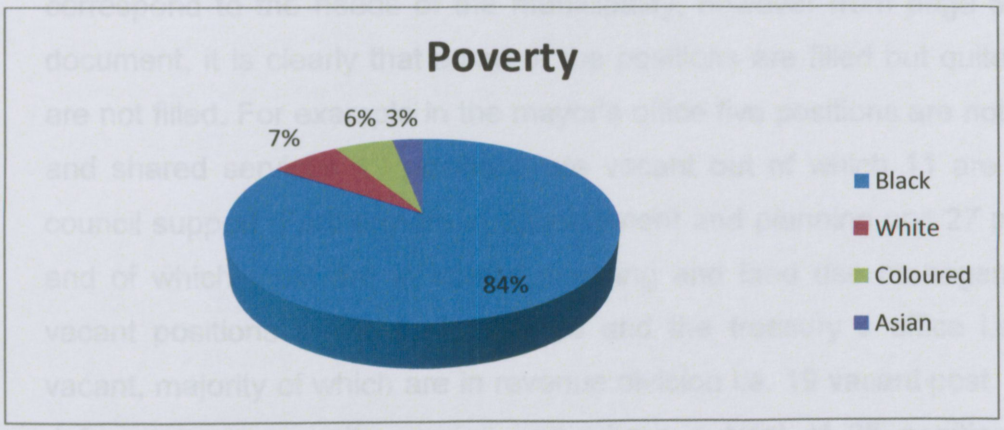
Figure 5.4: Poverty level in percentage



Source: Global Insight, 2006

We can see from the pie chart in figure 5.4 that majority of the people that fall within the poverty level are blacks with 70.6% followed by whites with 5.7% while the less privilege are Asian accounting for only 2.5%. Although this is not directly related to the success or failure of an IDP, we cannot really lay hands on the programmes that the municipality has rolled out to get the residents employed.

5.3.4. Governance and organization development

Good governance and organizational development is a key to the quality of services rendered in the municipality because it deals with the ability to plan, organize, facilitate, and monitor, the various sections of the municipality. In this section (KAP) the analysis is to determine whether Makhado municipality has the right governance and institutional development put in place to make it effective: Looking at the IDPs from 2008 to 2012 and particularly the reviewed version of 2011/12, we were able to analysis the organizational structure of the municipality, the positions, management capacities, and performance management and audit reports as well as governance. We must also note the importance of inter- governmental relations and communication in providing services and various structure of performance in the municipality. In doing this we have also discussed the role of the employees, councillors and traditional leaders with particular reference to Makhado LM.

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5.3.4.1 Makhado LM Organograms

In the adopted IDP 2011/2012 it is clear that the detailed municipality organogram which correspond to the needs of the municipality, however from page 64 to 68 of the IDP document, it is clearly that some of the positions are filled but quite a number of them are not filled. For example in the mayor's office five positions are not filled. In cooperate and shared services 19 positions are vacant out of which 11 are administration and council support. Furthermore in development and planning unit 27 positions are vacant and of which most are in spatial planning and land use management etc. there are vacant positions in the budget office and the treasury s office i.e. 45 positions are vacant, majority of which are in revenue division i.e. 19 vacant post. The situation is not deferent in community service unit where a total of 25 positions are vacant with protection service division accounting for 21 posts. In the technical service; civil engineering and electrical there are a total of 102 vacant positions and on other hands looking at management capacity of the municipality and the study reviled that most posts are filled as compared to the technical division where most post are not filled.

From the analysis above we can see that the municipality has no capacity to drive the provision of services. The question therefore is why are the positions not filled? Our investigation with the municipal officials reveals that the municipality does not have budget to employ the lower cadre of employees.

5.3.4.2 Role of traditional leaders in the IDP process

The provision of services to any community is dependent on whether the municipality involves the local chiefs, the councillors and to a greater extends the residents. During our session with some of the traditional rulers from Majosi, Nkuzani and Vyeboom were told that during IDP forums some of them participate. Although the traditional rulers knows about the IDP participation in the forums as indicated in table 5.9 it is evident that there is a clear process of participation for IDP but active participation is not regular.

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Table 5.10: IDP Steering Committees

Steering Committee Meeting	18 August 2010	09:00	Excusive Committee Chamber
Steering Committee Meeting	26 October 2010	09:00	Excusive Committee Chamber
Steering Committee Meeting	27 January 2011	09:00	Excusive Committee Chamber
Steering Committee Meeting	13 April 2011	09:00	Excusive Committee Chamber

Source: 2011/2012, Makhado IDP

Table 5.10 shows that there are consultative meeting with the local residents. In addition to this the IDP steering committee met on the 18 of August 2011, 26 October 2011, 27 January 2011 and 13 April 2011 are the table shows that the municipality has the right schedule and dates for IDP forum.

Our interview with chief Nkunzani revealed the following issues:
Chief do you participate in IDP forum? His answer was yes we are informed and do participate but our complaints are channel though the council and are registered them in the IDP. For example if there is no water, electricity, delay in refuge removal we simple inform the councillor of the ward and he takes it up with the local authority. The residents have the opportunity to participate and make input in the IDP forum as scheduled in table 5.9 hence the resident have the opportunity to discuss the list of services to be provided in the ward during the IDP forum.

5.3.4.3 Our interpretation to chiefs responds

Form the discussion with chiefs Nkunzani we can see clearly that the communities are given the opportunity to participate in the affairs of the municipality. The chief however indicated that according to the municipal officials the main problem related to service delivery and wish lists in the IDPs is because there are no enough budgets to provide service in all the communities. This therefore explains why we may think that the IDP is not a successful tool for service delivery whereas the problem does not ley with the IDP itself but with the budget allocation and amount.

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5.3.4.4 Monitoring and implementation of the IDPs

In terms of monitoring and implementation of the IDPs, we can say that the only way we can measure success or failure is to look at the Auditors reports as indicated in table 5.11.

Table 5.11: Auditors report 2006-2010

2006/07	2007/08	2008/09	2009/10
Disclaimer	Adverse	Adverse	Adverse

Source: 2011/12, Makhado IDP

The table shows that the auditor's reports were not favourable to the municipality because hence 2006/2007 financial year had a disclaimer report and from 2007 to 2010 the reports were adverse which a true reflection of the level of governance is in general. In order to determine the respondents view on governance and development the respondents were asked to indicate their perceptions of the performance of the municipality in terms of governance as are indicated in table 5.12.

Table 5.12: Respondents perceptions on governance

Makhado LM	Population	NQR	Highly satisfied	%	Satisfied	%	Not satisfied	%	Total %
Ward 5&33	46683	45	5	3.4	17	11.7	23	22.8	**31**
Ward 4&9	18251	20	3	2	4	2.8	13	9	**13.8**
Ward 28&19	18099	19	2	1.4	5	2.4	12	8.3	**13.1**
Ward 21&13	32250	32	10	6.9	12	8.3	10	6.9	**22.1**
Ward 2&8	28603	29	4	2.8	9	6.4	16	11	**20**
Total	**143886**	**145**	**24**	**16.6**	**47**	**32.4**	**74**	**51**	**100**

Source: Author's field data; 2011

Table 5.12 shows that 51% of the respondents are not satisfied with governance. In general and we have discussed governance cuts across all the KPAs of the municipality, confirming our analysis in this section, The issue of governance is not about the IDP but the process and having the budget allocation and or income to fill all the vacant positions within which the municipality cannot provide services infectively.

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Majority of the respondents were satisfied with governance accounting for 22.8% of not satisfied as compared to 51% highly satisfied from ward 5 and 33. The study revealed that 32.4% of the respondents were satisfied with issues on governance but out of this 11.7% of them were from ward 5 and 33 as compared to ward 28 and 19 with 2.4%. Only few respondents, in the study area were highly satisfied with governance which translates to service delivery because it answers all the KPAs. On a further investigation we discovered that those who were highly satisfied were from ward 21 and 13 with 6.9%. 6.9% highly satisfied came from ward 21 and 13 and they were from Louis Trichardt town and Waterval respectively. We can conclude that the major growth point towns in the municipality. As a matter of facts Louis Trichardt town is a local government headquarters of the Local municipality where services are regarded as full and intermediate.

5.3.5 Financial viability

Financial viability of any municipality is for the successful implementation of the projects and service delivery of the municipality. What makes municipality viability financially depends on how the municipality manages its financial operations. In the study area, our study revealed that the total annual revenue of Makhado LM is RX million on the expenditure is Rx million for 2008, 2009 and 2010 respectively. The indications are that the expenditure is higher than income and this makes it difficult for the municipality to perform it municipal objectives of providing the services listed in the IDPs.

5.3.5.1 Revenue enhancement and collection

The municipality's main revenue collection is from rates and taxis. In Makhado LM it is only ward 21 and 13 that are up to date with payments of rates and taxies. Louis Trichardt, Waterval, and individual Levubu farm holdings pay their water and electricity rates and taxis. The study revealed that out of a total of 495 261 people in the municipality only 110 456 are up to date in terms of payment rates and taxes.

The LED strategy of the municipality does not have any logical process for revenue enhancement. For example, it is not clearly stated in the IDP what the socio-economic

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input of the municipalities are in terms of socio condition of the municipalities. There are no programmes put in place to propagate investment in line with the service that would be provided in the short and long term. Our study revealed that there was no effort made by the municipality to calculate in a viable manner the capital expenditure needed for services as separate from recurrent expenditure, services.

5.3.5.2 Income and expenditure

The income and expenditure estimated budget for 2011/2012; 2012/2013 and 2013/14 is presented in table 5.13.

Table 5.13: Makhado LM income and expenditure 2011-2014

Description	2011/12 medium term revenue & expenditure		
	2011/12	2012/14	2012/14
REVENUE			
Property rates	38,199,202.09	40,223,759.80	42,194,724.03
Electricity revenue	233,858,109.11	246,252,588.90	258,318,965.75
Water revenue	21,804,000.00	22,959,612.00	24,084,632.99
Refuse revenue	1,978,829.45	2,085,686.24	2,460,350.20
Rental facilities and equipment	358,385.51	378,455.51	398,891.67
External investment	956,120.80	1,006,695.20	1,056,128.16
Outstanding debts	16,944,232.77	17,842,277.10	18,716,548.68
Fines	2,068,421.87	2,184,253.28	2,302,202.96
License and permits	10,001,111.36	10,561,173.60	11,129,359.40
Grants and subsides	312,134,000.00	335,634,000.00	360,736,000.00
Other revenue	41,081,946.79	54,204,492.15	52,113,000.16
Total revenue	**679,384,359.72**	**733,332,993.78**	**773,510,804.00**

Source: 2011/2012, Makhado IDP

From table 5.13, we can see that although the figures show net increase in terms of the budget allocation, the municipality does not explain where the additional revenue will come from apart from MIG, MSIG and property rates and taxes.

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Makhado LM cannot be financial viable service delivery target are not met and revenue allocation enhanced. The loans or borrowing is about one third of annual budget i.e. about R100 000 000. What the IDP document does not explain was how the municipality will pay back the loan. In addition to this there is no indication on how the municipality intents to tackle future income and expenditure in order to break even.

The municipality is silent in the IDP document on depth collection method to enhance revenue and the jobs to be created to promote the payment of rates and taxes which should reduce the burden on Makhado LM in terms of free basic services.

Although the municipality has a billing system and has appointed a debt collation company to collect outstanding debts as shown in table 5.15 the debt is still high. More often than not, the resident always point out that they do not have the money to pay for service because their business are not breaking even and most resident are not gainfully employed.

Table 5.14: Outstanding debt of Makhado LM 2007-20011

Date	Outstanding
February 2007	R68 million(2008/2009 IDP)
December 2008	R97 million(2009/2010 IDP)
March 2010	R13 773997.52 million(2010/2011 IDP)
March 2011	R150.400 million(2011/2012 IDP)

Source: Makhado IDPs (2011 to 2012)

From table 5.14, we can deduce that Makhado debt increased to R97 millions in 2008 but dropped to about R13.8 million in 2010 only for it to rise again in March 2011 to round about R150 million. This shows a clear indication that the municipality is not viable financially and would need a miracle to break even.

5.3.5.3 Budget viability for service delivery

Makhado Municipality has a broad socio-economic profile and this implies significant differences with regard to needs and priorities of the local communities as well as their

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ability to afford the services rendered. These differences make planning process complex and difficult to carry resulting in conflicting priorities. Makhado municipality is expected to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community. Table 5.15 show the main source of revenue of the municipality.

Table 5.15: Makhado draft budget summary for 2009/10 to 2011/12

Finding type	Source	Allocated amount		
		2009/2010	2010/2011	2011/2012
Operational Income	INCOME	65 179 000	81 403 116	58 479 201
Municipal infrastructure Grant	MIG	39 618 000	46 197 000	55 562 00
Financial System Improvement Grand	MSIG	535 000	200 000	100 000
Financial Management Grant	FMG	200 000	9 719 000	3 500 000
New Loans	LOAN	5 000 000	28 000 000	100 000 000
Total		**110 533 000**	**165 519 116**	**217 641 201**

Source: Makhado IDP, 2009/10 to 2011/2012

It is important to note that, the main source of income of the municipality is from the MIG which was R39 618 000 for 2009/2010 financial year. It increased to R4 6197 00o for 2010/2011 and 2011/12 respectively. What is worrying is the loan the municipality has to get to top up. There was about R28 million loans indicated for the 2011/2012 budget an increase of 21%. The question is how will the municipality pay back when the residents do not pay for services rendered?

5.4 Service delivery target and respondents' perceptions

One of the objectives of this study was to investigate whether Makhado municipality has been meeting its yearly service delivery target 2008/2009 to 2011/2012, and is able to reduce the backlogs as indicated in the IDP. In general, the satisfaction level of the residents on services rendered in Makhado LM in terms of access to basic services is

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analysed to give the overall conclusion of the respondents' perception on IDP and service delivery.

5.4.1 Service delivery target

In the IDPs analysis of the 2008/09 was used as the base year and the IDPs to 2011/12 were analysed in terms of the service delivery target set to be achieved. Table 5.16 shows that the service delivery targets that were not achieved.

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Table 5.16: Service delivery target 2008/2009-2011/2012 Makhado LM

Basic services	2008-20012 Targets/objectives	Strategies used	Success (2011/12)	Failures (2011/12)
Water	-To provide water with RDP standard -Access to water at least 98% of the time -Address the current backlog of **50 075** by **2012**	-Pipe lines construction to newly development settlement Install yard water connection	-The number of water backlog was reduce by **16 871** -Some communities have access to water with RDP standers e.g. Majosi, Masia	-The municipal has fail to meet the **2012** target -Water backlog now is **38 204** There is a high backlogs of water in rural areas
Sanitation	-To provide basic sanitation to address the current backlog of **55 075** to meet National target by **2010**	-Construct 16 882 toilets units per annum to address the backlogs	The municipality has managed to reduce the high number of sanitation backlogs in rural areas by building the VIP toilets.	-The 2010 National target was not meet because those toilets were constructed in 2010 and 2011 financial year.
Housing	-Coordinate and provide the high quality housing to address the current backlog of **23 320** to meet the **2014** National target.	-Coordinate and monitor the provision of the PHP and RDP housing to address the current backlog.	-The number of housing backlogs were reduced to **18 286**	-National target is impossible to meet by looking of the number of housing constructed annually. -Monitoring system for provision of RDP housing is poor because some projects are left unfinished.
Electricity	-Address the current backlog of **21 302** households by **2012** -Awareness campaigns on energy savings	-To connect more than 3 000 households units per annum to address the current backlog. -Conduct awareness campaigns to consumer to energy savings.	-About 38 villages without electricity connections were connected. e.g. Tshakuma.	-About **34 5114** households are without electricity.
Roads and storm water drainage	-Improve the bad conditions of the internal road streets in the rural areas and provide the storm water drainage system. -Reduce the **4400km** access roads backlog.	-Renewal and upgrading of inadequate or deteriorated roads and storm water infrastructure. -Grading the roads. -Construction of bridges.	-Construction of Masia tarred road.	-Still Makhado roads are in a very bad conditions -As indicated in the IDP the access road backlog is **4400km**. -The storm water drainage lack proper maintenance.
Health care	-New clinics, extension of mobile clinics and establishment of health centre.	-Coordinate with the district and the Health Department on health related matters such as HIV/AIDS awareness campaigns.	-Six malaria camps have been extended.	-No clinic or health centre built for the past four years.

Source: Makhado IDPs 2009/2010-2011/2012

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From table 5.16 we can see that for example the target set for the delivery of water at the RDP standard i.e. to address the backlog of 50 075 by 2012 was not met. In 2011/2012, only 16 871 was reduced leaving about 34 000 households without water. The target for sanitation was to provide 55 075 households, but no figures were given as to whether the targets were met. Even if they were, their provision took place during the year of completion.

In terms ofthe housing backlogs, the target was to eradicate the 23 320 by 2014 as at 2011/2012 financial year, this was reduced to 18 286. This means that only about five thousand housing units were constructed and it is difficult to see how at that rate the municipality will reach the 2014 target and by the way we do not know it which housing category and condition they were achieved.

In terms of electricity the target was to remove the 21 302 backlog by 2012 but by 2011/12 financial year the backlog increased to 34 5114 without electricity. Similarly for roads the municipality aimed to reduce about 4400km of road and storm water drainage backlogs by 2012, the municipality is still standing to the 4400km backlog where much needed maintenance is required.

5.4.2 Service delivery Backlogs in Makhado LM

The water service delivery backlogs in the study area shows that 59% households received water below the RDP's standard. The district Vhembe DM is a Water Service Provider (WSP). It provides water to the municipality and the municipality distributes it to households. There provision for free basic water as we earlier indicated to the population of the local municipality population which is above 500 000 and among these only 50 000 pay rates and taxes.

In term of housing, there is a serious concern because the backlog is about 43%. Similarly sanitation is worst because not every household has the VIP toilet which is one of the targets set by the province to eradicate all bucket system toilets. Table 5.17 shows the backlogs per category of service.

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Table 5.17: Service delivery backlogs in Makhado LM

Basic services	Number of households with backlogs			
	2008/09	2009/10	2010/11	2011/12
Water	50 488	50 488	50 075	60 375
Housing	23 320	21 020	18 296	17 668
Sanitation	55 075	50 075	8 251	8 252
Electricity	21 302	35 000	34 693	34 514

Source: Makhado LM IDPs (2008/09 to 2011/12)

Table 5.17 shows the estimated backlog without access to services. The table shows that for example water, the backlog has been on the increase such that in 2011/2012 it went up 60 375 as compared to 50 40 488 in 2008/09. What seems to be going down is sanitation which was 55 075 in 2008/09 and it went down to50 075 in 2009/2010, with a drastic reduction to 8 251 which shows the remarkable improvement. On a further investigation on the matter the study revealed that an EPWP was responsible for the drastic change. The municipality has not functioned well in terms of electricity provision because in 2008/09, the backlog was 21 302 and it jumped to 35 000 in 2009/10 and then it reduced slightly for the next two years but not much.

5.4.3 The condition of service delivery and infrastructure

An observation checklist was use to check the current conditions of the basic service delivery and infrastructure. The checklist was produced to identify the current accessible different basic services and infrastructure, whether they meet the standards and to identify the challenges faced by the people of Makhado municipality. Table 5.18 shows the conditions of service delivery and infrastructure level in the study.

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Table 5.18: Conditions of service delivery checklist

Access to Service delivery	Service level	Conditions of service rendered to resident				
		Ward 5&33	Ward 4&9	Ward 28&19	Ward 21&13	Ward 2&8
Basic water	Basic		√	√		
	Intermediate				√	
	Full					
	Below basic	√				√
Free basic electricity	Basic					√
	Intermediate		√	√		
	Full				√	
	Below basic	√				
Basic sanitation	Basic		√	√		
	Intermediate				√	
	Full					
	Below basic	√				√
Basic transportation	Basic		√	√		
	Intermediate				√	
	Full					
	Below basic	√				√
Basic housing	Basic	√	√	√		
	Intermediate				√	
	Full					
	Below basic					
Basic health care and HIV/AIDS treatment	Basic		√			√
	Intermediate			√	√	
	Full					
	Below basic	√				√

Source: Author's field data, 2012

Table 5.18 shows the condition of services delivery in the Makhado LM. The state of service delivery in Makhado in general can be considered as below basic because most villages do not have access to basic service and according to standards RDP standards. Although there is development in some urban areas like ward 21 and 13accesses to service delivery level in terms of basic intermediate and full service level were analysed. In wards 5 and 33 the condition of services delivery are considered as below basic, in most villages like Makhasa and Magoro they only receive water once a week and because such areas are located in mountainous areas and about 257 households in Magoro do not access to electricity.

5.5 Respondents general satisfaction of service delivery

In this chapter, we have been discussing how Makhado LM has featured in the provision of basic service to the residents. We have seen that for some services the municipality has performed dismally. In a research like this it is normal to find out though

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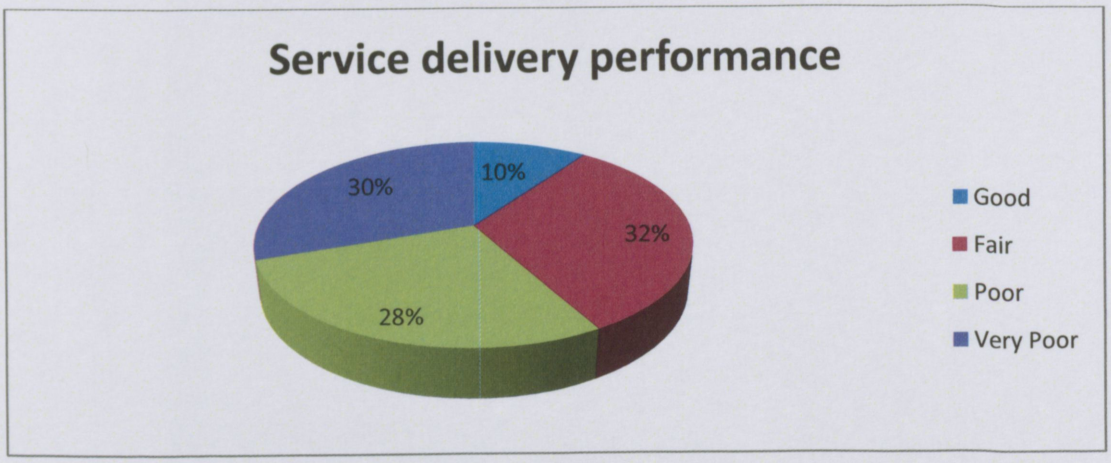
the questionnaires we sent to the respondents what their experience were with regards to service delivery.

5.5.1 Municipal official perceptions

In the first place our interviews were with the municipal officials followed by community residents. Figure 5.5 shows the municipal officials response to service delivery.

Figure 5.5: Key informants service delivery performance



Source: Author's field data, 2012

From the pie-chart in figure 5.5 the municipal official's response on their perception of service delivery were varied. There were those who felt the municipality did it best to reduce the service backlogs but there were those who were of the opinions that the municipality can do better than the current situation. For example 10% of the respondents felt that services are good as against 28% who said that service is very good. There is a paradox there. The question is how come municipal official from the same municipality would have such varied opinions. The answer was not far fetch. The officials that come from Louise Trichardt town, Waterfall, Dzanani or the farms where services were good tend to think services are good while those from rural areas like Ha-Sudani, Matsila and Bungeni had an opposite opinion. On the whole, the situation cannot be said to be very good but we deduced from our interviews with the official (key informant) that they are trying their best and that the situation will improve.

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5.5.2 Respondents perception of service delivery

The investigation also focused on what perceptions the residents had on service delivery in general. Their response was vital for this study to get the general opinion of the residents to see to what extend it differs from those of the municipal officials. Table 5.18 is a summary of the respondents perception on the major services rendered including water, housing, sanitation, electricity, roads and storm water, health and refuge removal.

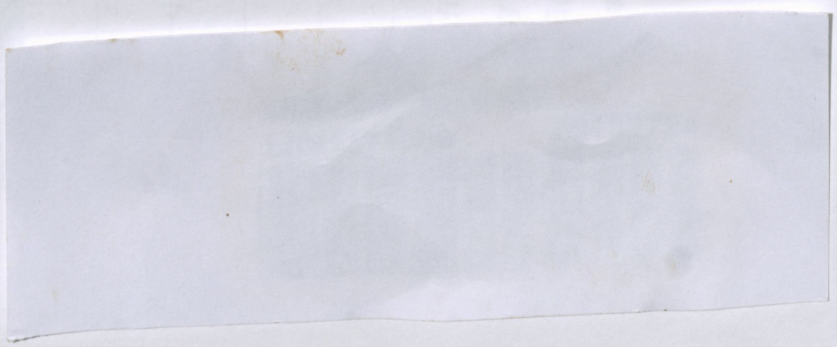

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Table 5.19: Respondents satisfaction with service delivery in Makhado LM

Ward No	NQR	ACCESS TO BASIC SERVICES																	
		Water			Housing			Sanitation			Electricity			Roads and storm water			Health care		
		HS	S	NS	HS	S	NS	HS	S	NS	HS	S	NS	HS	S	NS	HS	S	NS
Ward 5&33	45	4.8	11	15	6.2	11.7	13.1	11.3	10.3	8.3	8.3	9.7	13.1	6.9	11	13.1	5.3	6	12
Ward 4&9	20	2.1	3.4	8.2	3.4	3.4	6.9	4	4.2	5.5	2.1	4.8	6.9	2.8	4.8	6.2	2.7	4	10
Ward 28 &19	19	1.4	2.4	8.3	4.2	3.4	5.5	5.3	4.2	4.2	0	5.5	7	2.8	4.2	6.2	2.7	3.3	8
Ward 21&13	32	6.9	5.5	9.7	6.9	4.2	11.7	9.3	5.5	8.3	4.8	5.5	11.7	4.8	6.9	10.3	4.8	4.7	13.3
Ward 2&8	29	3.4	5.5	11	4.8	5.5	9.7	5.3	4.8	9.7	4.8	6.2	9	4.2	6.2	9.7	3.4	6.7	10
Total	145	18.6	30	52.4	25.5	28.3	46.2	35.1	29	35.9	20	31.7	47.7	21.5	43.1	45.5	19.9	24.7	53.3

Source: Authors field data; 2012

Keys: HS = Highly Satisfied

S = Satisfied

NS = Not Satisfied

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From table 5.19 we can see that majority of the respondents were not satisfied with the service rendered. The wards that were hardest hit were the rural wards. For example for housing delivery only 6% were highly satisfied in ward 13 and 21 as compared to 13.1% in rural wards 5 and 33. The rural wards 2 and 8 and 5 and 33 were satisfied with health care i.e. 6.7% as compared to wards 13 and 21 in the urban areas with 4.7%. The reason was because there are mobile clinics that go around to attend to patients with HIV/AIDS and thus they rated it a bit higher. In terms of roads and storm water, the respondents were adamant and most of them across the wards were not satisfied with 45.5%. As usual urban wards like Louise Trichardt town and Waterval were much happier with 6.9% against 3.1% in rural ward like 5 and 33. We can see that respondents painted a poor picture of service delivery in Makhado LM.

5.6 Conclusions

In this chapter, we have been able to show through our analysis that the municipality is still grappling with service delivery. We have seen that although the IDPs from 2008 to 2011 show the list of services to be provided at the community level the reality is not the case on the ground. Indeed in the IDP process there is public participation and residents, chiefs, ward councillors attend to that but some of the IDP forums are like an information forum where the residents are told that once more they had to rubber stamp their part. We see this as merely an action meant for compliance purposes. It is true that for services like sanitation, the municipality has been performing fairly well but we discovered this was because of the EPWP which was put in place to eradicate the bucket system toilets. The population of Makhado is growing at rate of 1.4% annually but service delivery is lacking behind. The municipality has resorted to borrowing money to make up for the revenue needed to provide service in 2010/2011. The municipality got a loan of R28 000 000 to beef up the provision of service. Although the municipal officials are optimistic with service delivery provision and are hopeful that the backlogs will reduce, the residents did not show the same perception. They are more passive in their opinion and they think that the municipality has to do more to meet their needs in terms of service delivery.

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CHAPTER 6
SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

The purpose of this chapter is to summarise the research findings, recommend solution and draw conclusion in relation to the research questions and objectives. At the beginning of this study we set out to investigate the role of the IDP as a service delivery tool in Makhado LM. There is no doubt that the IDP is a service delivery tool as indicated in the KPAs of the municipality well documented in the IDPs of 2008-2011/20012. The question that is pertinent has been whether there are capabilities in the municipality to enhance service delivery. The discussion below is the summary of findings from the respondent to the objectives set out in chapter one of the research as well as the conclusion and recommendations, that we feel can provide solution to some of the challenges raised until a further investigation is undertaken.

6.2 Summary of findings

There is no doubt that those who think that the IDP is a service delivery tool can be ignored without giving it an important attention. This explains why the government of South Africa deem it important to introduce the IDP at the second and third tiers of government i.e. the district and local municipality level. Makhado LM is no exception as a category B municipality it is bound to adhere to the utilization of the IDP and the procedure and guiding principles for public to participate. The first chapter of the study brings as to the understanding of the problems associated with the IDP as a service delivery tool. We were able to demonstrate that the IDP is just a document but there are people and process that have to be put in place to achieve the goal of IDP else the item will just be a wish list. We identified in chapter one the key objectives of the study and the question that were investigated to show where the IDP is as a service delivery tool. We were quick to point out this cannot happen effectively without a solid human capital to implement services to be provided, to the local population.

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In the second chapter we have fashioned out a methodology that suits a study like this via the notion of the service delivery tool. We went further to show how we were going to use informants, and primary source of data to lay the basis for the data that would be needed, analysed and interprets to give answers to our investigation. The objective matrix table was used in conjuration with the questionnaires to direct information that would be used to quantity and analyse the data.

The literature review cantered on the essence of service delivery. What it means to deferent people in South Africa. How it is practiced in the country and lessons that local governments can learn from countries like Ghana, Philippines and Brazil to lay the theoretical base for our presentation of results in chapter four and five.

Chapter four was aimed at giving a vivid presentation and interpretation of the physical characteristics of Makhado LM. In a nut shell were able to show through our direct contact with people on the ground as evident by the pictures we took in the study area and the analysis of the physical condition. The roads in the urban areas are fairly good but what they lack was proper and regularly maintenance. Our pictures attest to these findings. In areas like Dzanani the terrain is rough and rocky, and this is a hindrance to the provision of roads and storm water as well as water because costs escalate. Services provision to areas like Magau, Majosi and Madombija are relatively cheap because the terrain is flat and low so say the municipal officials.

In chapter five we presented the socio-economic data of the municipality, linked it to the fact that the municipality has a large chunk of female population and an active population which range from age 17 to 45 are mostly unemployed. We were able to show that when majority of the population is unemployed they cannot afford to pay for services thus the large dept. of the municipality. The municipal officials were divided in their opinions on whether services are adequately provided. Some of them are optimistic while others are passive. The respondents were overwhelming with the perception on service delivery where they mentioned that the municipality can do better. On service rendered i.e. housing and water provision where the backlog was huge

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meaning that it will cost municipality large sums to render proper services to the tune of R100 000 000 to eradicate backlogs. In order to determine if the IDP was used by Makhado LM as a service delivery tool, we have analysed in the following section the answers to the questions we asked in chapter one.

6.3 Research objectives and findings

The achievement of the objectives of a research determines the level to which the aim of the research was analysed or addressed. Each of the objectives of the research was addressed in the analyses from chapter three to five. Some of the objectives were addressed by asking the respondents and the municipal officials as well as key informants questions through the questionnaires. In addition to this some of the objectives were analysed from the field observation and documents obtained from the IDP, relevant to the municipality. In a nut shell, the summary of the research findings with regards to the research objectives are as follows:

6.3.1 To assess the credibility of the IDP in Makhado LM from 2008-2012

In order to analyse this objective, we analysed at the IDPs to establish the credibility of the IDPs from 2008-2011 and the findings were as indicated in the table 6.1 are as follows:

Table 6.1: Credibility of Makhado IDP from 2008-2011

IDP credibility	2008	2009	20010	2011
Qualification	Adverse	Adverse	Adverse	Adverse

Source: IDP 2008-2011

From table 6.1 we can see that in 2008, the credibility of the IDP was adverse and there has been a slight improvement to unqualified and it has remained the same without improvement.

The IDP document in Makhado does not qualify as having fulfilled all the processes. When the municipal officials were asked why there has not been any improvement

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since 2008, their reply was that it was difficult to obtain an unqualified IDP because of technicalities. If the IDP is not up to the required standard in terms of the processes and inputs how can the document be used effectively to achieve service delivery to the optimum satisfaction to the resident? It is no wander that services rendered did not satisfy the residents.

6.3.2 To determine the institutional capacity of the municipality to drive the IDP process to achieve service delivery

In chapter 5 we analysed the organogram of the municipality, and came to the conclusion to that by all standards the organogram has all the positions needed for a grade B municipality to function but the problem was filling the vacant posts. The study revealed that in the technical services section, engineering, water, civil and WWTW, most of the position were not filled. The question is if the required worm bodies are not there who will perform the function of operations and maintenance? This explains why it is not easy to provide services to all the rural communities because according to the municipal officials there is no budget to fill all the vacant posts.

6.3.3 To determine if the IDP has the required lists of projects per KPA for service delivery

In analysis of the IDP document from 2008 to 2011/12 we discovered that the ward councillors have identified tangible projects that respond to the provision of water, electricity, refuge removal, sanitation, health care, and road and storm water, but there is often no budget to provide such services to the benefit of the residents. The list of projects is relevant to the KPAs and to the specific needs of the communities but there are no funds to provide the services, hence we refer to them as 'wish list'. We can say that the IDP contains the required list but no funds.

6.3.4 To determine the availability funds for service and projects

One of the functions of the IDP is to provide the information on the sources of funding of the municipality. The 2011/12 IDP shows that the major sources funding of the municipality is from MIG followed by income from rates and taxes etc. The analysis

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shows that the municipality went for a loan of R100 000 000 but the document did not indicate how the loan will be paid, bearing in mind that majority of Makhado residents are no gainfully employed, hence they depend on free basic services. How then can the revenue base of the municipality be improved to provide more service to them

6.3.5 To determine if the IDP meets the yearly service delivery targets set out in the IDP from 2008 to 2012 (MTAS)

One of the strategies that COGTA came up with in 2009/2010 was the Municipal Turn Around Strategy (MTAS) in response to the service delivery protests. As a result of this, it was a requirement that there is a turnaround strategy to enhance service delivery in each LM. We have shown that the service delivery target for 2014 for Makhado LM is huge. Our study revealed that most of the targets were not meet for water, roads and storm water and housing meaning that although projects relevant to such needs were recorded in the IDP, the target was not met; refer to table 5.16 in section 5.9.1 for a true reflection of the situation on service delivery backlogs. The question is whether it is enough to indicate the backlogs with provision of funds to make good provision. The IDP was just a mere document used to list the backlogs but no strict measures to make funds available to turn the situation around.

6.3.6. To assess the impact of the success or failures of service delivery with the aim of making recommendations where appropriate

One of the ways we have assessed the impacts of failure of service delivery in Makhado LM was by summarizing the satisfaction level of the respondents in chapter five. The study revealed that there was a resounding confirmation of not less than 70% of the respondents in rural ward an indication that service delivery in Makhado was not fully success because of the backlogs that have not been reduced to the satisfactory level. Although there was a slight difference in the response from the resident from Louis Trichardt and Waterval the general situation was that most of them were not very well satisfied with service delivery. The municipal officials however, pointed a slightly brighter outlook but not all of them were in agreement. Service delivery is just mid-way between satisfactions and not satisfied. According to the respondents, service delivery

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as documented in the IDP, was not a success story but there are areas of success like sanitation because of EDWP and in well-endowed towns like Louis Trichardt.

6.4 Recommendations

This section proposes recommendation for overcoming the identified constraints to the IDP as a service delivery tool in Makhado LM. The recommendations are based on the empirical findings of the study area collected via, key informants, municipal officials and a structured questionnaire to the respondents in Makhado LM

6.4.1 Recommendations on challenges of service delivery in Makhado LM

Lack of skills: the municipality lacks skilled personnel in the technical section to tackle critical issues of service delivery. It is recommended that the municipality should employ the services of skilled personnel for service provision and to run certain units and train the personnel and also recruit others to fill the vacant positions. This would enable the municipality to stand alone. The municipality should employ qualified companies to provide services instead of giving tenders to friends who may not have the capacity and technical that knows how to render quality services.

6.4.2 Enhance the understanding of the MIG

It is important for the municipal officials to understand properly that MIG is a grant that seek to fully subsidize the capital cost of providing basic service to poor households and funding the municipal infrastructure. The inclusion of the MIG in the IDP is for the officials to educate the residents on the importance of such grants. It is recommended that workshops should be conducted for councillors and managers so that the purpose for which the MIG should be used may not be misdirected.

6.4.3 Promote understanding of the National government policies on service delivery

Lack of capacity among the municipal officials is one of the main challenges because 90% of the municipal officials have a good understanding of the policies of government but not the councillors. Makhado LM should empower the councillors and managers to

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enable them to make the IDP credible geared toward service delivery in the most intricate and concrete manner instead of providing just wish lists.

6.4.4 Promote community participation in the development of the IDP

Community participation is a requirement in the development of an IDP in terms of section 6(1) (a) of the Local government: Municipal System Act 32 of 2000. It is therefore uncertain that some of the respondents were not conversant with the IDP process. The research recommends that the municipality conduct workshops to inform managers and councillors on the importance of participation in the IDP process forum to avoid a misunderstanding of the IDP process. This would avoid using the IDP forums as for compliance purposes.

6.4.5 Measuring the performance of the KPAs set out in the IDP

When observing the areas under study we can conclude that Makhado LM officials do not use the KPAs to measure the performance of municipality. This is because the study revealed that in the IDP 2008-2011 it was indicated that the municipality is measured through the performance of the IDP in term of failure or success. It is recommended that Makhado LM should practice the use of KPAs in measuring its performance. The measuring of performance makes the implementation of the IDP strategy to be more successful and it can benefit the rural communities.

6.4.6 In support of skills shortage

The challenge of skill shortage is hampering the provision of services in the technical section of Makhado LM. This has led to the huge service backlogs encountered in the municipality. Makhado LM should invite private investors to participate in Built Operation Transfer (BOT) of facilities. The practice should also apply to the finance division of the municipality. It is recommended that the municipality should adhere to section 83 of the Local Government: Municipal Finance Management Act 56 of 2003 which prescribes that accounting officials, senior managers, chief finance officer of the municipality to meet the prescribed financial management level to enable them to collect the debts of the municipality.

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6.4.7 Increase municipality capacity to implement service delivery

The researcher supports the notion that the smooth functioning of the municipality can lead to the successful implementation of services to intermediate or full capacity. It is recommended that Makhado LM adhere to section 38(a)(iii) and (b) of the Local Government: Municipal System Act 32 of 2000 which prescribe the following:

- The municipality should establish a performance management system in line with the periods, contained in the IDP.
- Promote a culture of performance management among its political structure (councillors) and municipal officials.
- We are the view that performance management system should act as a supervisory body over the activities of the municipality and should be accountable to the mayor in terms of service delivery.

6.5 Conclusion

We have shown in this study that the relationship between the IDP and service delivery is vital and it is evident in the KPAs. The strategies of Makhado LM as stated in the IDP review of 2011/2012 formulated for the purpose of providing service depends on the implementation of the IDP as a strategy with reference of the content to the White Paper on Transformation of service delivery (1999) and service delivery review (vol.5 Nol2 of 2006) on planning service delivery implementation.

The communication strategy of Makhado LM as stated in the 2011/2012 IDP review has was analysed and the IDP representative forum as organizational formations for discussion, presentations, and decision making between the municipal organ of government and the stakeholders. We discussed with particular emphasis on skills shortage in the technical arm of the municipality impacting on service delivery on a negative way.

We were not able to proof that funds for service delivery were misdirected, because the committees report did not give the IDP a resounding clean audit reports. Similarly, unstable political administrative leadership was a hindrance to the smooth running of

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the municipality. For example in a space of 3 years the municipality changed mayors three times indicating the unstable nature of the municipality because each one of them came up with a new strategy.

The respondents commented that poor participation of the IDP sector departments and lack of human resources to run the IDP programmes in Makhado municipality are barriers to improving service delivery. The research does not argue in total the assertion that there was political interference but attributes these barriers to a lack of political and administration leadership which were acknowledged by the municipal officials. The researcher also does not concur with the statement that some of the challenges emerged from historical backlogs because the municipality has been in existence for not less than 15 years but the backlogs have not been addressed vigorously. A report from the DLGH 2010 Makhado LM, was of the opinion that IDP budget does not incorporate various sector plans which includes the LED and infrastructure development plan, and operational and maintenance plan to address priority problem.

We can therefore, state categorically that in this research, the researcher concludes that although the IDP in Makhado has been the main instrument for service delivery, we can say that it has been used effectively for that purpose because the challenges were enormous. The list include lack of capacity in the municipality, lack of financial resources to implement the service delivery strategy, lack of machinery and equipment, infrastructure backlogs, and poor participation of sector departments in the IDP and a slim human resource to run the IDP programmes among others.

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APPENDIX 1

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Department of Urban and Regional Planning

Private and confidentiality

This questionnaires and its result will be used sorely for academic purpose. No person is compelled to participate in the survey if they do not wish to. The answers that one will provide will not affect the interviewee in any way. The interviewee has the right to stop the interview at any time if he/she so wish.

Interviewer introduces himself/herself to the interviewee and explains briefly the purpose of the research.

Instructions: Please tick or indicate with a cross your response.

SECTION A: PERSONAL DETAILS

1. Gender?

Female	
Male	

2. In which age group do you belong?

18 and under	
19-35	
35-45	
45-55	
55-70	

3. Home Language?

English	
Afrikaans	
Xitsonga	
Venda	
Sepedi	
Other specify	

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4. Educational Qualifications?

Metric	
Undergraduate degree/diploma	
Post graduate	
No formal education	

5. Indicate work status?

Employed	
Unemployed	

6. If you are employed write down your work?

.....

.....

7. If employed, indicate your salary?

Below R500	
R500-R1000	
R1000-R1500	
R1500-R2000	
R2000 and above	

8. If not employed, indicate your source of income?

Child grant	
Old age pension	
Disability grant	
Other specify	

8. What is your marital status?

Never married	
Married	
Divorced	
Widowed	

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SECTION B: INFRASTRUCTURE AND BASIC SERVICES

1. What is your source of water?

Street tap	
Household tap	
River	
Other specify	

2. How often do you get water?

Everyday	
Once a week	
Once a month	
Other specify	

3. How do feel about water service delivery?

Highly satisfied	
Satisfied	
Not satisfied	

4. What type of sanitation facilities do you use?

Pit latrines	
Open air	
Water closet	
Other	

5. How do you feel about sanitation provision?

Highly satisfied	
Satisfied	
Not satisfied	

6. What is your source of energy?

Electricity	
Paraffin	
Gas	
Fire wood	
Other	

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SECTION C: INTEGRETED DEVELOPMENT PLAN

1. Do you know what an IDP is?

Yes	
No	

2. Have you ever been in to an IDP meetings?

Yes	
No	

3. What do understand about IDP?

.....

.....

4. Do you know any municipal projects which have fail in your area?

Yes	
No	

5. If yes, what is the reason for the project no being a success?

.....

.....

THANK YOU!

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APPENDIX 2

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Introduction

Interviewer introduces himself/herself to the interviewee and explains briefly the purpose of the research.

Instructions: Please tick or indicate with a cross your response.

SECTION A: PERSONAL DETAILS

1. Gender?

Female	
Male	

2. In which age group do you belong?

18 and under	
19-35	
35-45	
45-55	
55-70	

3. Do you have any disability?

Yes	
No	

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4. What is your position?

Ward Council	
Civic member	
Community Developer	
Other	

SECTION B: INFRASTRUCTURE AND BASIC SERVICES

1. Is there a shortage of water in your community?

Yes	
No	

2. Is there a backlog of electrification?

Yes	
No	

3. Estimated number of households without electricity?

Less than 100	
100-200	
200-500	
More than 500	

4. Are roads in good condition?

Yes	
No	

5. Are there schools in your area?

Yes	
No	

6. Which of the following health facility do you have in area?

Hospital	
Clinic	
Mobile Clinic	

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SECTION C: INTEGRATED DEVELOPMENT PLAN

1. Do you know what an IDP is?

Yes	
No	

2. Have you ever been in to the IDP meetings?

Yes	
No	

3. Do you know any municipal IDP projects that have fail in your area?

Yes	
No	

4. If yes, what was the reason for the projects to fail?

.....

.....

.....

5. What are the opportunities and challenges IDP service delivery process?

.....

.....

.....

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APPENDIX 3

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Interviewer introduces himself/herself to the interviewee and explains briefly the purpose of the research.

Instructions: Please tick or indicate with a cross your response.

SECTION A: GENERAL QUESTIONS

1. Gender?

Male	
Female	

2. Please indicate your position in the municipality?

Town planning	
Integrated development plan	
Councillor	
Director	
Others, specify	

SECTION B: IDP CREDIBILITY

1. In your view, how do you rate Integrate Development Plans of Makhado Local Municipality?

Credible	
Not credible	
Not all are credible	

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Explain your view

.....

.....

.....

.....

.....

2. Do the municipal IDPs have a Credibility Framework?

Yes	
No	

3. In your view, do you think Makhado Municipality officials are determined to drive the IDP process to achieve service delivery?

Yes	
No	

Please give reasons to your answer

.....

.....

.....

.....

.....

SECTION C: RECOMMADATIONS AND COMMENTS

.....

.....

.....

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.....

.....

THANK YOU!

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