THE EFFICACY OF INTEGRATED DEVELOPMENT PLANNING IN PROMOTING DEVELOPMENTAL LOCAL GOVERNMENT: A CASE OF COLLINS CHABANE LOCAL MUNICIPALITY, LIMPOPO PROVINCE

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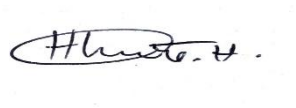
DECLARATION

I, Hlungwani Tumelo Hamfree of Student Number. 18016724, declare that this Dissertation for the Master of Administration titled "*The efficacy of Integrated Development Planning in promoting Developmental Local Government: A case of Collins Chabane Local Municipality, Limpopo Province*" submitted to the Department of Public and Development Administration in the Faculty of Management, Commerce and Law at the University of Venda, has not been previously submitted for a degree at this or any other university. Additionally, I affirm that it is my work in design and execution, and that all reference material contained therein has been duly acknowledged.



05 June 2025

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DEDICATION

I dedicate this study to my parents, Hlungwani Mithavini Mavis, and Hlungwani Gezani Nelson, as well as my late sister, Miss Hlungwani Vonani Precilla, who left us on the 26th of March 2011. Your unwavering support and encouragement have been instrumental in my academic journey. Your love and faith in me have provided strength during tough times. I have reached this milestone thanks to your love, prayers, and constant presence in my life.

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ABSTRACT

The study focuses on the efficacy of integrated development planning in promoting developmental local government: A case of Collins Chabane Local Municipality, Limpopo Province. Developmental local government (DLG) is a vision for the future form of local government in South Africa. The DLG outlines a system of democratic local government in which efficient and effective municipalities meet the needs of all, but particularly those of poor and vulnerable communities. A pragmatic research paradigm was adopted, incorporating a mixed-method approach that used both quantitative and qualitative research. In this study, mixed research methods were integrated while maintaining each method's original structures and procedures. The researcher employed descriptive study designs. A probability sampling method was used, as it allowed researchers to create a sample that accurately represented the real-life population of interest. Data collected through research questionnaires were analysed using IBM SPSS (Statistical Product and Service Solutions) Version 29.0, while data gathered through research interviews were analysed using Atlas.Ti. Throughout the data collection process, all ethical considerations were prioritised to ensure that respondents participated freely, without any form of coercion or intimidation.

The major findings of the study are:

- The Municipality has a serious issue with high youth unemployment, raising concerns about the future for young people.
- Community participation is essential for successful IDP processes. It fosters engagement and ensures community needs are met.
- External stakeholders help the Municipality develop and implement the Integrated Development Plan (IDP). They provide important insights, resources, and expertise to ensure the plan meets the community's needs.
- Insufficient infrastructure frequently restricts the effective implementation of IDP initiatives, creating challenges in providing essential services and meeting the community's developmental goals.
- The IDP needs to integrate all planning, budgeting, and administration activities in the Municipality.

The following recommendations are therefore made based on the findings of the study:

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- The study recommends that the Municipality should create job in order to reduce a high rate of unemployed youth.
- The Municipality should actively involve the community, as this participation is key to successful IDP processes.
- It is recommended that the external stakeholders should be encouraged to assist the Municipality in the development and execution of the IDP.
- The Municipality should prioritise infrastructure projects to address the community's most pressing needs, such as reliable water supply, efficient transportation, and adequate healthcare facilities.
- The researcher recommends that the Municipality should fully implement robust public employment programs specifically designed to create a substantial number of job opportunities for the large cohort of unemployed youth.
- The study recommends that the Integrated Development Plan (IDP) effectively combine and synchronise all planning, budgeting, and administration activities within the Municipality.

Keywords: Efficacy, Integrated Development Planning, Local Government Administration, Developmental Local Government, Municipality.

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LIST OF ACRONYMS

ASGISA	-	Accelerated Shared Growth Initiative of South Africa
CBOs	-	Community-Based Organisations
CCLM	-	Collins Chabane Local Municipality
COSATU	-	Congress for South African Trade Unions
DLG	-	Developmental Local Government
DPLG	-	Department of Provincial and Government
FIFA	-	Federation International the Football Association
GEAR	-	Growth Employment and Redistribution
IDP	-	Integrated Development Planning
KPAs	-	Key Performance Areas
LED	-	Local Economic Development
MDB	-	Municipal Demarcation Board
MEC	-	Member of the Executive Council
MSA	-	Municipal System Act
MTREF	-	Medium Term Revenue Expenditure Framework
MTSF	-	Medium Term Strategic Framework
NDP	-	National Development Plan
NGOs	-	Non-Governmental Organisations
NPM	-	New Public Management
NSDP	-	National Spatial Development Perspective
PGDS	-	Provincial Growth and Development Strategy
RDP	-	Reconstruction and Development Programme
SACP	-	South African Communist Party

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SMMEs	-	Small Medium and Micro Enterprises
SPSS	-	Statistical Package for the Social Science
UNSDGs	-	United Nation Sustainable Development Goals
VAT	-	Value Added Tax
WPLG	-	White Paper on Local Government

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CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

The research examines the efficacy of developmental local government in promoting integrated development planning, specifically focusing on the Collins Cabana Local Municipality. The goal of developmental local government (DLG) is to significantly improve the social and economic conditions of everyday life for South Africans (Vyas-Doorgapersad, 2010:109). The framework for public policy that supports the operation of developmental local government in South Africa is established by the White Paper on Local Government (1998) along with various legislative acts. Koma (2012:103) points out that the concept of Developmental Local Governance (DLG) has gained traction as municipalities have become crucial players in global economic integration. This shift from traditional, centralised economic planning to more localised, community-driven strategies necessitates that municipalities develop their economic policies to promote the social well-being, growth, and prosperity of their local communities.

This chapter serves as an introduction to the study and outlines its background. It will cover various elements such as the problem statement, study aim, objectives, research questions, significance of the study, its scope, and definitions of key operational terms.

1.2 BACKGROUND OF THE STUDY

The concept of developmental local government was introduced and embedded in the White Paper on Local Government (1998). This White Paper laid the policy foundation for a new local government system that emphasised the developmental role of municipalities, particularly in addressing poverty, promoting social and economic development, and engaging communities in governance (Mogale, 2003:99). The introduction of a policy framework through the *White Paper on Local Government, 1998,* laid the foundation for implementing the *Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)* and later, the *Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)* to realise the vision for developmental local government as outlined in the Constitution, 1996. In South Africa, public administration includes a range of actors and institutions that operate within different systems and frameworks. These are largely influenced by traditional scientific and technical ways of thinking, known as positivist approaches,

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which have shaped how government functions are organized and managed (Khosa & Muthein, 1998:137).

In the 21st century, local governments have increasingly become focal points for developmental agendas (Mogale, 2003:106). This evolution suggests that local governments are now tasked with more than just providing services. For instance, the South African vision of a developmental state, which primarily emphasises economic growth, has naturally integrated into the local government agenda (Koma, 2012:197). The idea of Integrated Development Planning (IDP) emerged in the 1990s as an international concept aimed at community development and improvement (Kroukamp & Cloete, 2018:97).

As a result, the developmental models and higher living standards of developed nations have influenced less developed countries to adopt similar strategies in their development pursuits (Kroukamp & Cloete, 2018:97). For instance, in Ireland, the national government oversees all social partnerships, while in countries such as New Zealand and Australia, national governments create policy frameworks and delegate responsibilities to local municipalities to engage more effectively with community members (Kroukamp & Cloete, 2018:98). This enables residents to communicate directly with local authorities, facilitating the effective prioritisation of essential services like clean water. International influences on development and governance underscore transitions to democracy, allowing nations like South Africa to consider the needs of all citizens irrespective of race (Kroukamp & Cloete, 2018:98). In 1995, the South African government introduced Integrated Development Planning (IDP) as a key mechanism for coordinating local development, following the enactment of the *Development Facilitation Act, 67 of 1995*. This aligned with broader trends in public administration at the time, particularly the adoption of New Public Management (NPM) principles, which emphasise integrated, participatory, and performance driven governance (Manoharen & Ingrams, 2018:142)

Local municipalities, being the government sphere losest to the populace, are constitutionally required to provide essential services such as clean water, sanitation, and housing for underserved communities (Munzhedzi, 2020:11). Meeting developmental goals necessitates addressing poverty at the grassroots level, encouraging community involvement, and fostering innovative solutions to social issues (Masuku & Jili, 2019:77). The successful implementation of an Integrated Development Plan (IDP) is crucial for driving innovation, creativity, and development efforts. An IDP functions as a long-term (five-year) strategy for delivering basic services within a particular area (Bakre & Dorasamy, 2018:22). However, the execution of IDPs encounters multiple challenges, such as maladministration, limited municipal capacity, and corruption

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(Masuku & Jili, 2019:77). Despite this, IDPs have effectively provided essential services, including clean water and electricity, to various communities (Masuku & Jili, 2019:77).

The White Paper established a lasting discourse that has had enduring implications. It translated constitutional goals and responsibilities into the notion of developmental local government framing this new mandate as a commitment to collaborating with citizens and community groups to discover sustainable solutions for addressing their social, economic, and material needs, while also enhancing their quality of life.

1.3 PROBLEM STATEMENT

Local municipalities play a critical role in delivering road infrastructure and essential services to the public. To effectively promote development, they must have adequate administrative capacity and implement appropriate tools and strategies (Debeila, 2018:73; Manoharen & Ingrams, 2018:73). According to Harrison (2001:47) municipalities are also responsible for providing key services such as clean water, sanitation, infrastructure, and housing to their communities. According to *Schedules 4 and 5 of the Constitution of the Republic of South Africa, 1996*, local municipalities are mandated to provide basic services and promote social and economic development within their jurisdictions. Despite the constitutional mandate outlined in *Section 152 and Schedules 4 and 5 of the Constitution of the Republic of South Africa, 1996* which charges municipalities with promoting social and economic development and ensuring sustainable service delivery. Living standards are declining in many areas, especially in rural regions. The Collins Chabane Local Municipality encounters significant obstacles, including high poverty levels, inequality, aging and inadequate infrastructure, corruption, maladministration, and elevated unemployment rates. Tsatsire (2008:70) stresses that a key challenge for South Africa as a developmental state is the necessity to tackle issues of poverty, underdevelopment, and the marginalisation of people and communities, while also addressing the lingering effects of apartheid and discrimination.

Tsatsire (2008:70) points out that provinces and local governments are not functioning according to their intended objectives, leading to inefficiencies in service delivery characterised by gaps, duplication, and failures in provision (Braun & Grote, 2000:56). This highlights the difficulties in implementing government policies, particularly in the context of developmental local governance. These issues remain despite national and provincial governments' attempts to enhance local capacity through the integrated development planning (IDP) process (Manoharen & Ingrams, 2018:44). The execution of IDPs often falters because they are viewed more as a framework than

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as a practical action plan (Maemu, 2021:3). Although community engagement in development is a core principle embedded within the IDP process, it is frequently not realised during actual implementation. This disconnect weakens the participatory foundation of developmental local governance.

Developmental Local Government (DLG), as envisioned in the 1998 White Paper on Local Government, relies heavily on effective IDP implementation to translate its vision into action. IDPs are not merely bureaucratic exercises they are intended to operationalise the developmental mandate of municipalities by aligning local priorities with available resources, fostering citizen participation, and integrating sectoral strategies. When IDPs are poorly executed or lack strategic clarity, they undermine the very essence of DLG, which aims to promote sustainable, participatory, and inclusive development. Moreover, the lack of capacity in local authorities to drive IDPs further compounds service delivery failures, revealing a critical gap between planning and practice.

Thus, IDPs are essential tools for realising the goals of DLG. Without their effective implementation, the broader developmental agenda of local government remains aspirational rather than actionable. Madumo (2021:51) argues that, despite the *White Paper on Local Government (1998)* being intended as the foundation for the local government system, this goal has not been met. In contrast, Mpabanga (2022:69) asserts that a rigid, compliance-driven system has obstructed local governments from fulfilling their developmental functions. The focus on compliance over effective service delivery is concerning, leading to an increase in administrative personnel at the expense of professional practitioners who are vital for service provision (Mpabanga, 2022:69).

1.4 AIM OF THE STUDY

The study aims to investigate the efficacy of integrated development planning in promoting developmental local government and recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality.

1.5 RESEARCH OBJECTIVES

The following objectives will benchmark the aim of the study:

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- To determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality.
- To explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality.
- To assess the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality.
- To recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality.

1.6 RESEARCH QUESTIONS

The research questions of the study are:

- What is the efficacy of DLG in integrated development planning?
- What are the institutional challenges to the developmental local government in promoting IDP?
- How efficient is IDP implementation in Collins Chabane Local Municipality?
- What steps can be taken to increase the developmental local government's effectiveness in encouraging the implementation of IDP in Collins Chabane Local Municipality?

1.7 SIGNIFICANCE OF THE STUDY

The study's findings will help the Collins Chabane Local Municipality evaluate how well developmental local government supports Integrated Development Planning (IDP). Buwa (2016:26) points out that Woodrow Wilson was the first scholar to mention public administration as an academic field in 1887. Since then, ideas about governance have changed and grown. Today, this field emphasises how government responsibilities are managed and how citizens view public organisations (Basu, 2017:26).

This study aims to solve government issues without political influence by focusing on best practices. The Collins Chabane Local Municipality may need to use this study to find ways to involve the public in local decision-making and improve everyone's quality of life. The research will inform community members about how to participate in local matters. Additionally, it will provide guidance for municipalities on when and how to consult various public organisations when delivering services. This study aims to reduce public protests and build a better relationship between the municipality and its citizens.

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1.8 DELIMITATION OF THE STUDY

This study will examine how effective Integrated Development Planning (IDP) is in promoting developmental local government within the Collins Chabane Local Municipality. Located in the Vhembe District Municipality of Limpopo province, South Africa, the Collins Chabane Local Municipality was formed following the local elections in August 2016, through the merger of parts of the Thulamela and Makhado local municipalities. It is situated in the Malamulele region and the Municipality is currently implementing its 2nd IDP since it was established.

1.9 DEFINITION OF OPERATIONAL CONCEPTS

The definitions of terms used in a particular study are shaped by the relevant academic discipline. Different researchers provide definitions of concepts to avoid confusion or ambiguity that might come from other fields. Consequently, for this study, the following key concepts are defined operationally as follows:

- **Integrated Development Planning (IDP)**

Malefane and Mashokoe (2019:13) describe integrated development planning as the ongoing, participatory, and strategic process that municipalities follow to identify development priorities, allocate resources, and coordinate activities in a way that promotes sustainable and inclusive local development over a five-year period. Integrated Development Planning, as defined by Mathebula *et a*l. (2016) is a future-focused, structured management-planning process, spanning five years, formulated via a phased and sequential method, which guides municipal management in aligning strategies, resources, and service delivery for improved local development outcomes.

- **Developmental local government**

  Ghosh (2010:21) defines Developmental Local Government (DLG) as a concept shaped by the complex interactions of social, economic, and political processes like democratisation, marketisation, and decentralisation. Developmental local government is local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs and improve the quality of their lives (*The White Paper on Local Government, 1998)*.

- **Local government administration**

Local government administration, according to Cilliers (1998:114), involves the use of general administrative processes and functions in the context of local government. Jayme (2023:4) further

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explains that at the local level, public administration entails the daily provision of public goods and services to a diverse population with differing needs. From these definitions, it can be concluded that local government administration represents the most fundamental levels of governance or public administration within a specific sovereign state.

- **Efficacy**

Bharadwaj (2018:25) defines efficacy as the performance of an intervention in ideal and controlled conditions, while effectiveness pertains to its performance in 'real-world' scenarios. Honicke and Broadbent (2016:22) assert that efficacy measures how well an intervention achieves expected outcomes in an optimal and controlled environment. In this study, efficacy refers to the ability to achieve a desired or intended outcome.

1.10 ORGANISATION OF THE STUDY

This study is structured into five chapters, which are outlined as follows:

Chapter 1: Introduction and Background of the Study

The first chapter of the research consists of several sections: an introduction to the study, background information, a statement of the problem, the study's aims and objectives, research questions, the significance of the research, the delimitations of the study, definitions of key concepts, and an overview of how the study is organised.

Chapter 2: Literature Review

This chapter explored the theoretical and legislative frameworks of developmental local government (DLG) and integrated development planning (IDP). It examined institutional challenges, key role players, and the importance of public participation in the IDP process. The chapter also addressed the link between IDP and budgeting, the effectiveness of DLG in promoting IDP, and presented empirical evidence from Collins Chabane Local Municipality and Vhembe District.

Chapter 3: Research Methodology

This chapter described the research methodologies employed to assess the efficacy of developmental local government in promoting integrated development planning within the Collins Chabane Local Municipality. Important elements covered included the research paradigm,

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research design, research approach, study area, study population, sampling methods and sample size, data collection methods, data analysis, and ethical considerations.

Chapter 4: Data Presentation, Analysis and Interpretation

This chapter provided data collected through a structured questionnaire and interview schedule. It also included an analysis and interpretation of the gathered data. The information from the questionnaire was analysed using the most recent version of IBM's Statistical Product and Service Solutions (SPSS), while the data from the interviews was analysed and presented in a narrative format.

Chapter 5: Findings, Recommendations and Conclusions

This chapter discussed the findings, recommendations, and conclusions. In this chapter, the synthesised discussion of findings, recommendation on measures to improve the efficacy of developmental local government in promoting IDP implementation, as well as the synthesis of the study, recommendations based on the principles of administration, future research study on a related subject, and limitations of the study were discussed.

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CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines the literature regarding the role of developmental local government in fostering integrated development planning (IDP). It begins by establishing the theoretical framework and discusses the policy and legislative context that pertains to the efficacy of developmental local government (DLG) in enabling IDP. The chapter emphasises the Humanistic Paradigm and its significance for local governance. It offers an overview of the institutional hurdles that developmental local governments encounter while advocating for IDP at the local municipal level, as well as the defining features and importance of integrated development planning. Furthermore, it identifies the key stakeholders involved in the IDP process and discusses the advantages of implementing IDPs.

2.2 THEORETICAL FRAMEWORK ON DEVELOPMENTAL LOCAL GOVERNMENT

The research's theoretical framework consists of theories that facilitate the understanding and organisation of research activities (Lethoko, 2016:37). According to Ding (2019:61) theory serves as a model or structure for both observation and understanding, influencing our views and interpretations. Additionally, Ding (2019:61) argues that theory assists researchers in linking abstract concepts to real-world situations.

This study incorporates the Humanistic Paradigm within its theoretical framework. The Humanistic Paradigm emphasises ideas such as self-efficacy, self-actualisation, and free will (Aanstoos, 2003; Maemu, 2021:13). This viewpoint focuses not on dysfunctionality but on empowering individuals to realise their potential and improve their well-being. It highlights the importance of people taking responsibility for their mental health.

2.2.1 Humanistic paradigm

The Humanistic Paradigm was established in 1943 by Abraham Maslow and Carl Rogers (Bland & DeRobertis, 2020:19). Maslow, a prominent figure, introduced the hierarchy of needs, which forms the foundation of this paradigm. His pivotal ideas were articulated in a work titled "A Theory of Human Motivation," which played a crucial role in the development of the Humanistic Paradigm (Maemu, 2021:14). This paradigm emphasises self-concept, advocating that individuals should aim for self-actualisation and personal autonomy. In the early 1950s, psychotherapy and

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behaviourism, both grounded in psychoanalysis, heavily influenced North American psychology (Bland & DeRobertis, 2020; DeRobertis & Bland, 2021:23). Consequently, the Humanistic Paradigm stresses the notion of unconditional positive regard, supporting individuals regardless of their circumstances or outcomes (Bland & DeRobertis, 2020; DeRobertis & Bland, 2021:23). This approach empowers people to feel self-actualised and optimistic about their lives and communities.

The influence of the Humanistic Paradigm expanded during the 1970s and 1980s, emphasising the inherent value of individuals (McLeod, 2015:49). Within communities, individuals can attain their worth through active participation in their personal development. This paradigm highlights the uniqueness of each person and is grounded in the belief that humans possess free will and should be allowed to pursue their potential and achieve self-actualisation (Bakre & Dorasamy, 2018:60). Moreover, it fosters self-expression and enhances confidence in personal efforts. The Humanistic Paradigm posits that individuals should be at the core of development initiatives and engage actively in decision-making relevant to their lives (Rahman, 2017; Munzhedzi, 2020; Vázquez-Maguirre, 2020; Zwane, 2020:42). This study adopted the Humanistic Paradigm to highlight the significance of individuals and promote their participation in developmental processes. The theory will also be used to assist individuals through social learning, enabling them to acquire the skills necessary for self-sustainability.

2.2.1.1 Humanistic Paradigm in Local Government

The acknowledgment of good governance is crucial for all citizens within a nation. Good governance is achieved when public officials operate transparently and openly which benefits everyone (Kühn, 2019:78). Vázquez-Maguirre (2020:112) argues that local governments can apply the Humanistic paradigm by recognising and valuing the human element present in society. This means that when citizens engage with local government and its services, public servants should regard them as essential stakeholders. The Humanistic paradigm promotes open communication about public services between the government and the community (Arnold & Foncubierta, 2021:121). Consequently, public servants must be accountable for all services, responding not only to service providers but also to the recipients. This accountability should be grounded in knowledge that encourages social learning.

Public servants foster the Humanistic paradigm by acknowledging the inherent worth of all individuals, which is vital for addressing community needs. Thus, public servants need to interact with communities in a respectful and dignified manner. This paradigm emphasises the well-being of individuals and builds on their creative abilities. Additionally, it aims to create relational contexts

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that lead to meaningful development (Prasetyo, 2020:146). The Humanistic paradigm can also offer an alternative perspective on human personality based on observable behaviours, such as measurable traits. While development can occur in various interpersonal situations, it does not happen in a direct or therapeutic way for community members (Bland & DeRobertis, 2020:188).

2.3 THE INSTITUTIONAL CHALLENGES TOWARDS DEVELOPMENTAL LOCAL GOVERNMENT IN PROMOTING IDP LOCAL MUNICIPALITY

Local governments play a crucial role in promoting Integrated Development Planning (IDP), which is key to supporting sustainable and inclusive development in municipalities. Here are the challenges faced by developmental local governance (DLG) in facilitating IDPs within local municipalities:

2.3.1 Infrastructure that is inadequately maintained

Many local governments struggle to manage and maintain their service infrastructures in a manner that is both financially sustainable and efficient (Shilangu, 2019:132). The current state of infrastructure life cycles in the technical departments of various municipalities often arises from non-compliance with health and safety standards (Shilangu, 2019:132). This negligence, along with a lack of regular or preventive maintenance, has led to a scenario often referred to as ‘run to destruction,’ causing assets to fail prematurely. Issues like downstream blockages, clogged pump impellers, and subsequent mechanical breakdowns are the result of failing to routinely clean screens at sewer pump stations and wastewater treatment plant inlets (Molekwa, 2021:60). If sewer blockages are not dealt with promptly, untreated sewage may be released into sensitive environmental areas (Molekwa, 2021:60).

2.3.2 Lack of accountability, fraudulent activities, and corruption

Accountability is a fundamental aspect of Developmental Local Government. In the absence of transparent and accountable systems, the significant resources funnelled through public procurement can become vulnerable to heightened corruption and financial misappropriation (Alola, 2022:66). As noted by Asha and Makalela (2020:98) fraud and corruption result in a loss of hundreds of millions of rand annually for South African taxpayers. In recent years, the repercussions of fraud have led to the establishment of specific legislation and enhancements to existing laws, facilitating the formation of bodies such as the Directorate of Special Operations (commonly known as the Scorpions), the Asset Forfeiture Unit, the Public Protector, the Special Investigation Unit, Commercial Crime Units, Internal Audit Units, and various Special Investigation

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Units within departments, along with the hiring of forensic consultants (Asha & Makalela, 2020:98).

Shilangu (2019:139) observes that since 1994, South Africa has experienced notable advances in social and infrastructure development. However, many citizens who anticipated that freedom would improve socio-economic conditions now feel disheartened by government performance. They express concerns regarding inadequate governance, failures in service delivery, and the prevalence of fraud and corruption across various sectors, along with disillusionment with empowerment initiatives. To address issues such as poor management, financial mismanagement, fraud, and corruption, the government must enhance and review its internal control systems to identify vulnerabilities (Tiberindwa, 2022:33).

2.3.3 Insufficient machinery and equipment

Munzhedzi (2020:69) points out that the lack of material resources, equipment, and supplies leads to prolonged waiting times for services in local communities. Shilangu (2019:145) argues that the deficiency in administrative tools, including water and electricity billing systems, adversely affects the overall quality of service provided by the municipality. It is essential to have sufficient resources available to ensure efficient management and service delivery to local communities (Shilangu, 2019:145).

2.3.4 Poor efficiency

Inefficiency in service delivery within South African municipalities poses a significant challenge (Masilo & Gershwin, 2020:19). Extended waiting periods diminish service quality and reflect poor governance (Masilo & Gershwin, 2020:19). According to Asha and Makalela (2020:103), long waiting times are not exclusive to South Africa, as both developed and developing nations face similar issues, leading service users to perceive the quality of services as inadequate. Yu (2018:58) identifies several factors contributing to inefficiency in South African municipalities, including the following:

- Inadequate or disproportionate operational budget for service delivery.
- Poor management and failure to adjust workflow according to service demands.
- Lack of adequate staff or ineffective staffing schedules (Yu, 2018:58).
- As a result of these issues, service users may experience heightened stress, frustration, and anxiety, with inefficiency being particularly detrimental to service provision. Frequently, local community members are left uninformed about the reasons behind service delays or the complete absence of services (Yu, 2018:58).

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According to Yu, (2018:58) poor efficiency in South African municipalities remains a significant challenge that affects service delivery, leading to prolonged waiting times and diminished service quality. The causes identified, such as insufficient budgets, ineffective management, and inadequate staffing, highlight systemic issues that need to be addressed to ensure better service provision. As both developing and developed countries experience similar problems, it is evident that the solution lies in improving resource allocation, enhancing managerial oversight, and ensuring that service users are kept informed.

2.3.5 Lack of timely responses from municipal officials

Municipal officials often fail to address inquiries promptly (Munzhedzi & Phago, 2020:74). For example, unaddressed water pipe leaks lead to considerable water wastage and extended outages in water supply. Additionally, remote water treatment facilities frequently face shortages of water purification chemicals due to supply chain issues, which leads to compromised drinking water quality (Munzhedzi & Phago, 2020:74).

2.4 THEORETICAL OVERVIEW OF INTEGRATED DEVELOPMENT PLANNING (IDP) AND DEVELOPMENTAL LOCAL GOVERNMENT (DLG)

Since the first democratic elections in South Africa in 1994, the government has embarked on a significant transformation process across all three levels of government to implement *the Constitution of the Republic of South Africa, 1996*, and tackle various developmental challenges faced by local governments (Muzaka, Booth, Lindsay & Yeung, 2018:42).

According to *Section 154 of the Constitution*, both national and provincial governments are required to support and enhance the capacity of local government authorities through legislative and other means, enabling them to manage their affairs, exert their powers, and fulfil their responsibilities. The Constitution also underscores that each level of government plays a unique role in fostering social development and democracy at the local level. Furthermore, *Section 156(1)* mandates that local municipalities provide essential services and address the existing backlogs that have developed over the years of separate development.

2.5 A COMPREHENSIVE ANALYSIS OF INTEGRATED DEVELOPMENT PLANNING

To implement the constitutional mandates outlined in *Section 152* and *Section 153 of the Constitution of the Republic of South Africa, 1996*, aimed at advancing developmental local government, *the White Paper on Local Government (WPLG) of 1998* identifies the Integrated Development Plan (IDP) as a key tool for achieving these goals (Adonis & Van der Walt, 2017:80).

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According to *the Local Government: Municipal Structures Act of 1998 (Act 117 of 1998)*, each district and local municipality is required to create its IDP and facilitate community participation processes. Furthermore, *the Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000)* stipulates in *Section 118(1)* that all metropolitan, district, and local municipalities must adopt a single IDP to meet the constitutional requirements of developmental local governance.

Municipalities have been assigned significant developmental responsibilities to enhance the quality of life for citizens (Adonis & Van der Walt, 2017:80). The functions of local government encompass providing essential services, alleviating poverty, generating employment opportunities, and fostering democracy and accountability (Makalela, 2016:136). According to Molale and Fourie (2022:185), the IDP is one of the most important instruments that municipalities have to fulfil their developmental responsibilities. They caution that, unlike the traditional role of planning, the IDP is now viewed primarily as a component of municipal management, integrated within a broader framework for planning and service delivery.

Molale and Fourie (2022:85) note that the concept of Developmental Local Government (DLG) emerged from two prior national economic strategies: the Reconstruction and Development Programme (RDP) and the Growth, Employment, and Redistribution Policy (GEAR). Both strategies aimed to promote empowerment through various government-supported initiatives, including the provision of low-cost services to marginalised communities, support for community organisations, and the facilitation of profitable growth and investment (Adonis & Van der Walt, 2017:91). The WPLG (1998) sought to integrate the principles of the RDP into a cohesive vision for developmental local governance (Shilangu, 2019:74).

As Buchanan (2019:66) indicates the transition from the RDP to GEAR, along with GEAR's failure to achieve its growth and employment goals, has fuelled interest in the developmental state model. Meanwhile, the government has developed and implemented significant policies to promote development (Makalela, 2016:142). The RDP was succeeded by GEAR, which in turn was eventually replaced by the Accelerated Shared Growth Initiative of South Africa (ASGISA), the National Spatial Development Perspective (NSDP), Broad-Based Black Economic Empowerment, and the Framework for Local Economic Development (Makalela, 2016:142).

The Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000) outlines in its preamble, the foundational principles that support the new local government system, requiring an effective, efficient, and transparent public administration that adheres to constitutional principles (Makalela, 2016:145). Makalela (2016:145) points out that the preamble of *the Local Government:*

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Municipal Systems Act of 2000 (Act No. 32 of 2000), highlights essential aspects of the new developmental role of local government, which include:

- Encouraging community engagement in municipal matters, including services and planning, as well as involving the community in assessing the municipality's performance.
- Supporting a financially stable and economically viable municipality.
- Fostering a strong connection between the municipal council and the community to ensure accountability, transparency, effectiveness, and efficiency as mandated by the constitution.
- Developing a municipal system that can effectively exercise its powers and responsibilities to fulfil its developmental objectives.

As stated by Van der Waldt (2017:55), the core concept of developmental local government in South Africa is based on the policy goals outlined in the White Paper on Local Government (WPLG) of 1998. The implementation of developmental local government aims to achieve four primary outcomes, specifically:

- Ensuring the provision of household infrastructure and services, with an emphasis on delivering subsidised basic services to those who currently lack access.
- Establishing liveable and integrated cities, towns, and rural areas that effectively address the spatial disparities created by apartheid.
- Encouraging local economic development, where local government facilitates and coordinates job creation by offering business-friendly services, promoting local procurement, attracting investments, and supporting small businesses and key growth sectors.
- Empowering communities and redistributing wealth (Van der Waldt, 2017: 55).

According to Section 153 of the 1996 Constitution, municipalities are obligated to encourage developmental responsibilities to ensure effective and efficient management of their administration, budgeting, and planning, promoting socio-economic development (Hofkirchner, 2019:70). Hofkirchner (2019:70) believes that local government’s position and its potential for development have been strengthened by recognising that it is not just the lowest level of government, but a distinct sphere of governance that plays a unique and vital role in society to promote its developmental functions.

In 2013, South Africa established its long-term vision, the National Development Plan (NDP) 2030, which is now the official government policy aimed at building a democratic developmental

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state by 2030 (Khambule, 2021:21). The NDP acknowledges that poor coordination among various government levels has led to inconsistent implementation of government programs (Morkel, 2022:32). Furthermore, it recognises that local government faces challenges that hinder its ability to fulfil its developmental mandate (Mulaudzi, 2020:32). Makalela (2016:83) notes that the NDP is based on a change concept that emphasises the importance of strong leadership, effective governance, and active citizen involvement as key factors for enhancing the capacity to seize and act on opportunities for economic and societal transformation. This virtuous cycle requires consensus across society regarding contributions and sacrifices from all sectors and interests (Khambule, 2021:66).

Danielle and Masilela (2020:44) further stress in the NDP 2030 that South Africa requires a capable state to fulfil a transformative and developmental role in addressing the dual challenges of poverty and inequality. They assert that to achieve the objective of a capable and developing state, the country must focus on improving the following five critical areas:

- To enhance Parliament's oversight role.
- To stabilise the political administrative interface.
- To professionalise the public service.
- To upgrade skills and improve coordination.
- To improve intergovernmental relationships between the three spheres of government.

Integrated Development Planning (IDP) is essential for achieving developmental local government as required by the South African Constitution. The progression from the Reconstruction and Development Programme (RDP) to the Growth, Employment, and Redistribution (GEAR) policy, and then to the National Development Plan (NDP) 2030, demonstrates the country's efforts to tackle socio-economic challenges. Despite these advancements, issues persist, such as poor coordination among government levels and local governments struggling to fulfil their responsibilities.

2.6 INTEGRATED DEVELOPMENT PLANNING PROCESS OVERVIEW

Local municipalities are tasked with creating their Integrated Development Plans (IDPs) using a designated process outlined in *the Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000)*. This legislation also requires an annual assessment of IDPs. The implementation follows several stages: planning, analysis, strategy development, project initiation, integration, and approval. Initially, the process begins with establishing a municipal vision and conducting a

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situational analysis to pinpoint service shortages and prioritise development areas. During the analysis stage, additional data is gathered to refine the IDP, which is then reviewed in consultations with provincial departments overseeing funded initiatives. This approach ensures that community needs are considered and that projects align with municipal goals.

The first phase includes monitoring project execution and managing funding and responsibilities, helping municipalities identify key community concerns for prioritisation. In the second phase, past community needs are assessed and validated, facilitating strategic enhancements based on prior insights.

In the third phase, project proposals are crafted to achieve set targets while ensuring they align with the municipality's vision, with a strong emphasis on infrastructure projects for service delivery. The final phase focuses on integrating proposed projects and ensuring they coincide with municipal objectives, thus avoiding resource misallocation. The IDP Management Committee supervises this integration process.

After the IDP is finalised, it is presented to the municipal council for approval, as noted by Mathebula (2018:12). Before this, the draft should be shared with the community for their feedback. The council must ensure that the IDP addresses relevant issues and incorporates insights from the public and traditional leaders, as indicated by Clark-Kazak (2017:81). Ward councillors play an essential role in facilitating community dialogues, and their contributions are assessed based on their engagement. Municipal officials are responsible for supporting the IDP's implementation and fostering participation, particularly from those directly affected (Mathebula, 2018:12).

The public and traditional authorities must have the chance to review the draft IDP and express any concerns to prevent delays (Makalela, 2016:15). *Section 28 of the Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000*) obligates municipalities to inform the public about forthcoming processes (Makalela, 2016:15). Community-driven projects see greater acceptance than top-down initiatives since they encourage public input and involvement in decision-making (Makalela, 2016:15). The IDP should aim to enhance community wellbeing and actively involve residents in the decision-making process. This engagement should take place within 21 days, as mandated by the Municipal Planning and Performance Management Regulation (MPPMR) (Makalela, 2016). Once the IDP is compiled, the municipal council will review and approve it (Munzhedzi, 2020), allowing the local municipality to adopt the final version (Clark-Kazak, 2017:79).

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2.7 INTEGRATED DEVELOPMENT PLANNING IN ACHIEVING EFFECTIVE LOCAL GOVERNANCE

According to Kroukamp and Cloete (2018:22), Integrated Development Plans (IDPs) are processes designed to assist municipalities in creating a strategic development agenda for five years. *The Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000)* defines the IDP as a thorough and strategic framework for municipal development. Furthermore, the Municipal Systems Act requires the IDP to achieve several specific objectives:

- To integrate, consolidate, and coordinate the individual plans of a municipality.
- To ensure that resources and capacities for development initiatives align with the municipality's overarching development objectives.
- To create the policy framework that underpins the annual budgetary processes.
- To both provide input to and be shaped by similar development plans at the national and provincial levels (Kroukamp & Cloete, 2018:22).

The Municipal Systems Act of 2000 (Act No. 32 of 2000) focuses on integrated development planning and budgeting, defining the IDP as a plan for the integrated development and management of a municipal area. It serves as a policy framework for annual budgets (Kroukamp & Cloete, 2018:23).

Clark-Kazak (2017:82) identifies the IDP as a crucial tool for developmental local government, linking it to a participatory process that includes performance management, community involvement, and service delivery partnerships. The IDP outlines an elected council's priorities, coordinates sector plans, and aligns resources with community needs, supporting annual and medium-term budgeting (Brugmann, 2021:12). The IDP aims to enhance service delivery and reduce poverty through a coordinated approach among stakeholders (Clark-Kazak, 2017:82).

The IDP promotes coordination and integration within municipalities and allows for community and stakeholder participation in the planning process (DPLG, IDP Guide Pack, 2000:10). *Section 26 of the Municipal Systems Act, 2000 (Act No. 32 of 2000)* states the key components of an IDP: The IDP must contain the municipal council’s vision, which should reflect the most critical development and internal transformation needs of the municipal area;

- The IDP should indicate the current level of development in the municipality, including identifying local communities lacking access to essential municipal services.

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- It outlines the development priorities and objectives set by the municipal council for its term in office.
- The IDP must define the aims of local economic development (LED) and the municipality's internal transformation requirements.
- It should present the developmental strategies of the municipal council, ensuring alignment with national or provincial sectoral planning mandates.
- The IDP must include a spatial development framework that provides basic guidelines for land use management in the municipality.
- It should outline the operational strategies of the municipal council.
- The IDP must include the municipality's disaster management plan.
- Lastly, the IDP must present the municipality's financial plan, incorporating budget projections for at least the next three years, along with key performance indicators and targets as specified in *Section 41 of the Municipal Systems Act, 2000 (Act No. 32 of 2000).*

Asha and Makalela (2020:28) emphasise that an IDP should align with the nation's development priorities outlined in the National Development Plan 2030, the Medium-Term Strategic Framework (MTSF), and the Provincial Growth and Development Strategy (PGDS). Furthermore, the IDP must support the country's commitments to the United Nations Sustainable Development Goals (UNSDGs). These frameworks, including the current MTSF, NDP, and the expanded developmental mandate of local government, prioritise increasing public participation and addressing poverty and inequality through the provision of free basic services to those in need. Therefore, these aspects should be incorporated into the priorities set in a municipality's IDP (Asha & Makalela, 2020:28).

2.8 THE ROLE PLAYERS IN THE IDP PROCESS

Bakre and Dorasamy (2018:29) argue that the IDP focuses on the integration and coordination of all developmental functions within a municipality and should therefore be managed at the highest level to facilitate maximum intra- and inter-sectoral linkages. According to the DPLG's IDP Guide Pack (2000:17), the municipal manager is responsible for assigning the daily tasks of coordinating the IDP and overseeing progress and implementation to a designated IDP official.

Chapter 7 of the Constitution of the Republic of South Africa, 1996, particularly Section 151(4), highlights one of the key objectives of local government as encouraging community participation in local matters. The "community" includes residents, business operators, ratepayers, and community organisations as defined in t*he Local Government: Municipal Systems Act, 2000 (Act*

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No. 32 of 2000). Section 5 of the Municipal Systems Act outlines the roles and responsibilities of communities in the IDP process, stating that local community members possess the following rights:

- To participate in the municipal council's decision-making processes through mechanisms established by *the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)* or other relevant laws, and to submit written and oral recommendations and complaints.
- To receive timely responses to their communications and complaints to the council.
- To be informed about council decisions affecting their rights, property, and expectations.
- To get regular updates on the council's activities and financial status.
- To require that council proceedings be open to the public, conducted fairly, and free from personal interests.
- To access public facilities.
- To access municipal services provided by the council (Bakre & Dorasamy, 2018:32).

The Constitution of 1996 describes the three spheres of government as distinct, interconnected, and interdependent. The local government sphere has the authority to manage its municipality's affairs independently, although it must adhere to national and provincial legislation (Kühn, 2019:91). The IDP should inform how provincial and national sector departments distribute resources at the local government level. At the same time, municipalities must take into account sector policies and programs when creating their policies and strategies (Kühn, 2019:91). It is beneficial for sector departments to engage in the IDP process to ensure alignment between their programs and those of the municipalities.

Table 2.1: Role players/ stakeholders in the IDP process.

Role Players/Stakeholders	Roles
Executive Mayor	To ensure the Council meets its obligations by creating a legally compliant Integrated Development Plan (IDP). To develop the annual budget in conjunction with a three-year financial plan. To provide political support for the integration process.

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Municipal Council	To access development resources and external funding. To provide transparent leadership and development guidance. To build collaborative relationships with stakeholders and the community. To oversee official performance.
Councillors	To establish a system for constituency engagement. To empower councillors to advocate effectively through informed decision-making. To provide tools for councillors to assess their performance.
Municipal Manager	To approve the Integrated Development Plan (IDP) and the budget. To ensure alignment between the IDP and the budget.
Financial Manager	To efficiently manage the budget process. To integrate the IDP's outputs into the budget. To ensure that the IDP and budget are aligned.
IDP Manager	To effectively manage daily tasks related to the Integrated Development Plan (IDP), it is essential to incorporate IDP outputs into the budget. A connection between IDP activities and the budget will facilitate information exchange and allow IDP outputs to influence budget decisions.
Municipal officials	To facilitate communication between officials and councillors. To allow officials to contribute to the municipality's vision. To involve officials in decision-making.

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IDP Steering Committee	To oversee the IDP process. To assist in evaluating needs and priorities. To link the organisation, budget, and steering committee.
IDP Representative Forum	To include feedback from local communities and stakeholders throughout all stages of the IDP.
Communities and other stakeholders	The initiative aims to: Allow residents to express development needs. Shape the municipality's development direction. Facilitate communication with councillors. Enable community assessments of councillors and municipal performance.
Departments	The Department of Cooperative Governance and Traditional Affairs (CoGTA) in each province oversees the IDP process and ensures resource allocation aligns with the IDPs.
Private sector	The IDP guides the private sector in making informed investment decisions in specific areas and sectors.

(Source: DPLG, IDP Guide Pack VI 2000:41; Kühn, 2019:91).

Kühn (2019:91) highlights that without an IDP, municipal planning may be disorganised, resulting in resource waste. Effective participation by all stakeholders is essential for legal compliance, and preparing an IDP involves various stakeholders and local communities.

2.9 THE IMPORTANCE OF INTEGRATED DEVELOPMENT PLANNING

The IDP is a developmental tool that helps municipalities fulfil their vision, optimise scarce resources, and formulate essential strategies for sustainability (Munzhedzi & Makwembere, 2019:47). It serves all three spheres of government in delivering basic services to the poor. *The*

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Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) requires municipalities to adopt a comprehensive, inclusive development plan. The Municipal Structures Act, 1998, also assigns IDP responsibilities to district municipalities. Tebele (2016:28) highlights the need for local IDPs to align with the District Municipality's IDP Framework and provincial policies.

Munzhedzi and Makwembere (2019:49) note that the IDP fosters cooperative governance by enhancing communication among government spheres. Muzaka *et al*. (2018:31) state that the IDP promotes accountability and partnerships by addressing real issues and resource allocation. Various municipal departments collaboratively use public resources to achieve shared goals (Masilo & Gershwin, 2020:29). The IDP represents a shift from apartheid-era planning to a transformative local governance policy (Muzaka *et al*., 2018:31).

According to Molale and Fourie (2022:17) the IDP aids municipalities in budgeting, land management, economic development, and institutional transformation. Section 25 of the MSA, 2000 emphasises the IDP's importance by mandating each municipality to create a single, inclusive strategic plan for community development (Molale & Fourie, 2022:17).

2.10. THE NECESSITY FOR HAVING AN INTEGRATED DEVELOPMENT PLAN IN MUNICIPALITIES

The Integrated Development Plan (IDP) is crucial for municipalities to allocate resources effectively, enhance service delivery, attract funding, foster public participation, and facilitate coordination among different levels of government. Below are the key tools for improved governance and quality of life for citizens:

2.10.1 Effective use of scarce resources

The White Paper on the Transformation of Public Services, 1997 (Batho Pele), states that public services should be provided economically to ensure citizens receive the best value. Community involvement in the IDP process enhances the municipality's financial accountability (Chen, 2020:13) and helps focus on key community needs while considering available resources (Molale & Fourie, 2022:19). Huang and Feeney (2016:10) suggest that local municipalities should find efficient ways to deliver services, such as allocating resources to build a canal that mitigates flooding, thereby reducing emergency service costs (Molale & Fourie, 2022:19). Citizens who pay taxes to fund the government, have the right to demand responsible use of their money (Chen, 2020:13).

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2.10.2 It Helps to Accelerate Service Delivery

The IDP identifies under-served areas and indicates where municipal funds should be allocated (Khawula, 2016:67). Stakeholder involvement facilitates implementation (Khawula, 2016:67) and provides mechanisms to resolve issues, ensuring efficient project execution (Schindler & Kanai, 2021:24). It aids in creating realistic project proposals based on available resources (Molale & Fourie, 2022:20) and enhances service delivery through community participation (Schindler & Kanai, 2021:24). However, municipalities often experience delays in meeting community needs, and when service standards are not met, residents should receive an apology and a timely, effective remedy (Schindler & Kanai, 2021:24). Additionally, complaints should be met with a positive and empathetic response.

2.10.3 It draws additional funding from the private sector

Khawula (2016:34) states that government agencies and private investors are more likely to invest when municipalities have clear development plans. A well-defined Integrated Development Plan outlines municipal goals and objectives, making it attractive to funders who recognise the importance of such projects (Khawula, 2016:34). *The White Paper on Municipal Service Partnerships, 2000* highlights that many municipalities struggle to provide effective services, prompting the establishment of service provision agreements. *The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)* permits municipalities to deliver services through internal or external agreements with other municipalities, government sectors, CBOs, NGOs, or any legally qualified entity (Khawula, 2016:34).

2.10.4 Enhances democracy

Eraydin (2019:24) argues that the active involvement of key stakeholders leads to democratic and transparent decision-making. Community engagement fosters local democracy as it serves as an ongoing method for interacting with citizens, businesses, and community organisations (Eraydin, 2019:24). The Constitution of the Republic of South Africa, 1996, outlines citizens' rights and the principles of participatory democracy, highlighting the importance of community involvement in the Integrated Development Plan (IDP) process and detailing how it should be enacted at all government levels (Danielle & Masilela, 2020:08). A key aspect of the IDP is its emphasis on the connection between improvement, democracy, and service delivery (Carothers, 2020:67). Building local democracy is a primary responsibility of local government, which must create policies and mechanisms to keep engaging with citizens, businesses, and community groups (Carothers, 2020:67). According to *Section 73 of the Local Government Municipal Structures Act,*

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1998 (Act No. 117 of 1998) establishing ward committees is necessary to enhance participatory democracy in local governance (Danielle & Masilela, 2020:8).

2.10.5 Aids in overcoming the legacy of apartheid

Municipal resources are used to integrate rural and urban areas and extend services to marginalised communities. Apartheid systematically denied non-white populations equal participation in government (Khawula, 2016:37). Khawula (2016:37) argues that the Integrated Development Plan (IDP) is a crucial strategy to rectify past inequalities, enabling all communities, regardless of race or gender, to engage in local governance. The tensions from apartheid reflect a historical struggle supported by various NGOs and civic organisations, yet the legacy of apartheid continues to hinder community participation in South Africa (Carothers, 2020:73). During apartheid, local Black citizens had limited participation, but this has been strengthened through the IDP process (Khawula, 2016:37).

2.10.6 Encourages coordination among local, provincial, and national governments

Different levels of government are urged to collaborate effectively to address the developmental needs of local communities (Eraydin, 2019:27). For instance, if the Department of Health intends to establish a clinic in a specific area, it must ensure that the municipality can provide essential services such as water and sanitation for the clinic to operate effectively (Eraydin, 2019:27). A well-structured Integrated Development Plan clearly outlines the municipality's goals and objectives, which in turn attracts greater support from various entities, as they recognise the importance of contributing to such initiatives (Eraydin, 2019:27).

2.11 THE INTEGRATED DEVELOPMENT PLANNING PROCESS

The former DPLG established IDP methodology for municipalities in its Guide Packs (2000:15). Municipalities must create an IDP process plan before starting their IDP to ensure effective planning (DPLG, 2000:16). This plan should include:

- The municipal framework for managing the planning process.
- The strategy to engage local communities and organisations in the IDP.
- The timeline for planning.
- Roles and responsibilities of each structure.
- Methods for monitoring and evaluating the IDP.

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According to Adonis and Van der Walt (2017:14), the IDP process starts with defining a municipality's vision and identifying key developmental goals and strategies. These strategies lead to programs and projects that are budgeted, implemented, and monitored.

Muzaka *et al.* (2018:42) outline three main principles of the IDP. First, it is a consultative process involving local communities, NGOs, and specialists, who analyse service delivery challenges, prioritise needs, create a shared vision, and align IDPs. Second, the IDP is part of the municipality's five-year strategic framework, integrating local knowledge with technical expertise and ensuring effective resource use and collaboration with other sectors. Third, the IDP focuses on implementation as a tool for effective service delivery, with stakeholders agreeing on the planned projects within the municipality (Muzaka et al., 2018:43).

Eraydin (2019:29) explains that the Integrated Development Plan (IDP) is a process for municipalities to create a five-year strategic development plan. This comprehensive process typically involves at least five phases (DPLG, IDP Guide Pack II, 2000:14) and should be completed according to these specific phases:

2.11.1 Phase 1: Analysis

The analysis phase of the IDP process examines the current situation in a municipality, emphasising problem analysis while considering community perspectives on these issues (Molekwa, 2021:52). The Municipality must understand both the symptoms and root causes of the problems to make well-informed decisions (Adonis & Van der Walt, 2017:19). This situational analysis involves evaluating both internal and external environments (Adonis & Van der Walt, 2017:19). The external analysis takes into account political, economic, social, legal, and technological factors, while the internal analysis looks at the municipality's processes, structure, and resources (Mulaudzi, 2020:92).

Adonis and Van der Walt (2017:19) suggest that situational analysis can yield a wealth of information. To manage this information effectively, it can be useful to classify internal factors as strengths and weaknesses, and external factors as opportunities and threats. This approach is known as a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, as described by Muzaka *et al*. (2018:47).

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2.11.2 Phase 2. Strategies phase

After identifying the issues impacting local communities and their underlying causes, the municipality should develop solutions to tackle these challenges (Adonis & Van der Walt, 2017:21). The strategies phase involves creating the following components:

- **Vision**

The vision acts as a guiding framework for the municipality, outlining its desired direction, intended position, and the capabilities it aims to develop. Furthermore, it plays a key role in establishing the organisation's purpose and identity (Clark-Kazak, 2017:21-22).

- **Formulation of Objectives**

Objectives are described as goals that the municipality aims to achieve in the medium term while pursuing its fundamental mission (Clark-Kazak, 2017:22). It is important that these objectives are both measurable and attainable (Clark-Kazak, 2017:22).

- **Formulation of Strategies**

Strategies refer to the methods the municipality intends to use to accomplish its objectives (Muzaka et al., 2018:50). While there is a wide array of strategies available, only those that align with the municipality’s development mandate should be considered.

- **Project Identification**

As the municipality develops its strategies, it must also compile a list of projects or programs. Asha and Makalela (2020:7) note that the municipality must ensure funding provisions for these identified projects or programs.

2.11.3 Phase 3: Projects

This stage focuses on the design and content of the projects selected for implementation. The municipality needs to ensure that the project specifications are closely aligned with the priority issues and objectives established in earlier phases (Asha & Makalela, 2020:7-8). In this phase, the municipality should clarify the following:

- Beneficiaries (target audience).
- The project's geographical site.
- The start and end dates for each project.
- The individual accountable for overseeing the project's implementation and

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- The source of funding.

Asha and Makalela (2020:8) state that the outputs of the project phase encompass elements like project specifics and timelines, performance indicators, targets, project locations, along with cost and budget estimates.

2.11.4 Phase 4: Integration

Once the projects have been identified, the municipality must ensure that they align with its objectives and strategies, fit within the resource framework, and meet legal requirements (Masilo & Gershwin, 2020:44). Furthermore, this phase allows the municipality to coordinate the projects regarding their content, location, and timing, resulting in a unified and cohesive program (Adonis & Van der Walt, 2017:23).

As stated by Adonis and Van der Walt (2017:23), a municipality should take operational strategies into account during the integration phase, which encompasses the following:

- It should take into account the municipality's sector-specific programs, including local economic development (LED) initiatives, poverty reduction strategies, health programs such as those related to Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome (HIV/AIDS), and environmental programs.
- The integrated institutional plan.
- The five-year financial strategy.
- The five-year capital investment plan.
- The spatial development framework.
- The comprehensive plans for monitoring, evaluation, and performance management.

2.11.5 Phase 5: Approval

After the IDP is finalised, it must be presented to the municipal council for approval, during which all relevant stakeholders, parties, the public, and various government bodies should be given a chance to provide feedback on the draft plan (Bakre & Dorasamy, 2018:13). Once the IDP is approved, the local government's member of the executive council (MEC) needs to verify that the IDP complies with the stipulations of the *MSA, 2000* and ensure its alignment with the district municipalities' IDP and relevant strategies (Bakre & Dorasamy, 2018:13). Following amendments to the draft IDP based on input from stakeholders and the community, the municipal council will then review the IDP for approval (Bakre & Dorasamy, 2018:13).

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Eraydin, 2019: 21) uses the following diagram to illustrate the different phases of the IDP:

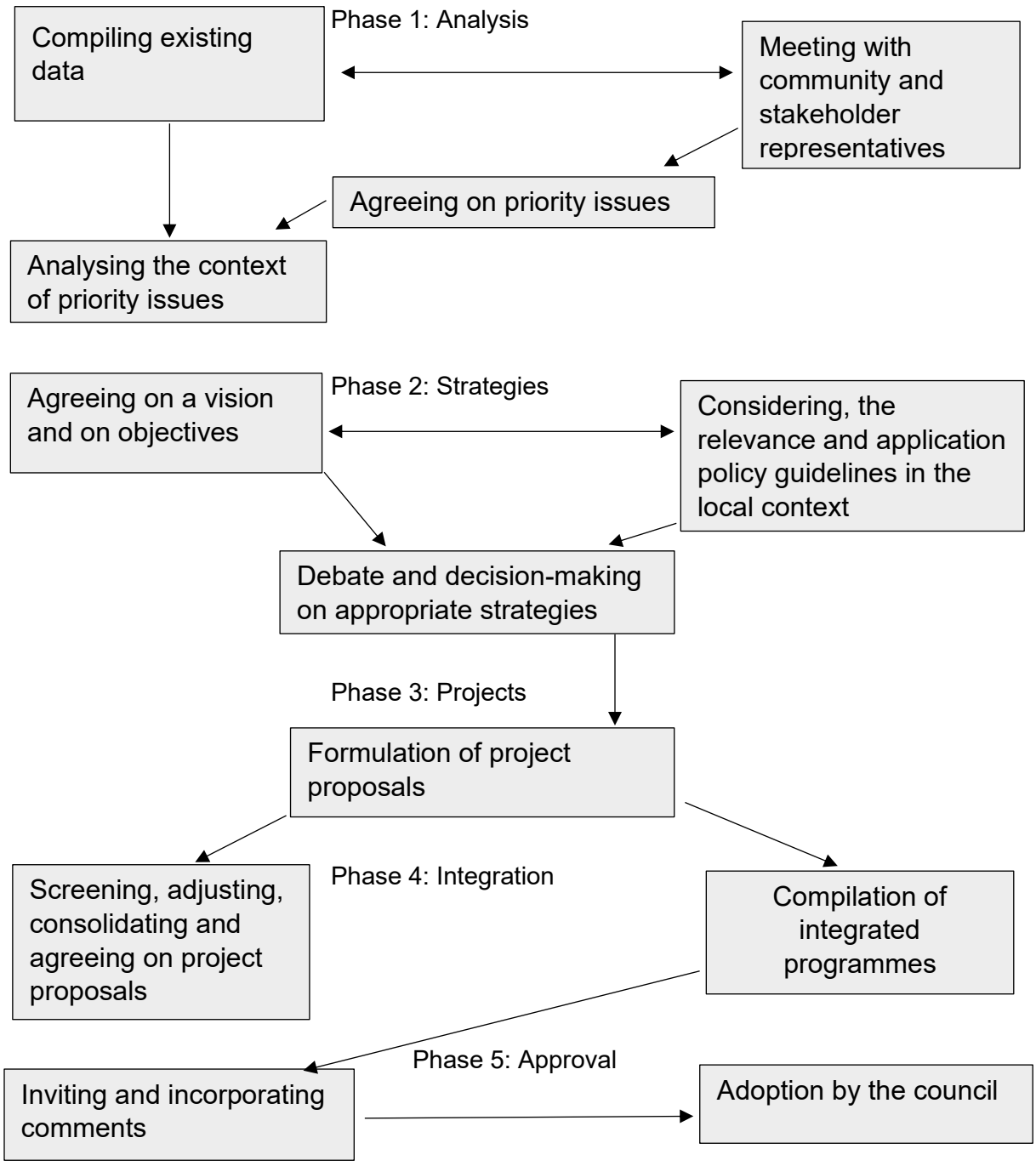

Figure 2.1: Phases of IDP

(Source: Eraydin, 2019: 21).

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2.12 INTEGRATED DEVELOPMENT PLANNING AND BUDGETING

Every municipal council is required to allocate sufficient funds for its budget. For instance, in South Africa, the fiscal year for government departments begins on April 1 and concludes on March 30 of the following year. In the realm of local government, the financial year spans from July 1 to June 30 of the subsequent financial year (Coccia, 2021:16). The budgeting process facilitates the allocation of resources necessary for implementing the Integrated Development Plan (IDP). Consequently, the municipality's budget should reflect the strategies outlined in the IDP. Additionally, the IDP must take into account the availability of financial resources (Coccia, 2021:16).

Coccia (2021:18) identifies four key dimensions of a public budget:

- First, it acts as a political tool by allocating limited resources to meet social and economic needs.
- Second, it serves as a managerial tool, outlining financial plans for efficient service delivery.
- Third, it functions as an economic tool to guide municipal growth and development.
- Fourth, it is an accounting tool that holds officials accountable for project expenditures and revenues.

Uwizeyimana and Munzhedzi (2022:12) describe the budget as a political plan that includes proposed actions and estimates, essential for stakeholders. It consists of an operational budget detailing expected expenses and a capital budget outlining costs for capital projects. The National Treasury (2015:3) notes the importance of reviewing the integrated development plan (IDP) alongside the municipal budget to reflect community needs and guide service provision (Asadullah & Chakravorty, 2019:131).

The capital budget addresses capital projects that are aligned with the goals outlined in the Integrated Development Plan (IDP), serving as a key tool for municipalities to respond to community needs. Municipalities may borrow funds to finance these capital projects, with councillors playing a vital role in ensuring that budget decisions reflect community priorities (Asadullah & Chakravorty, 2019:131). Bland and DeRobertis (2020:236) highlight the mayor's responsibility in coordinating the IDP and the budget to ensure alignment, while also taking national and provincial budgets into account. *The Municipal Finance Management Act (MFMA), Act No. 56 of 2003,* mandates long-term budget planning and allows for financial support from higher levels of government to sustain these commitments (Coccia, 2021:87). In addition, the

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Medium-Term Revenue and Expenditure Framework (MTREF) requires municipalities to produce three-year budget projections, promoting fiscal sustainability and integration across government tiers (Coccia, 2021:87).

The implementation of the IDP and capital budget is operationalised through the Service Delivery and Budget Implementation Plan (SDBIP), which is a legislated mechanism that links strategic goals with measurable outputs. The SDBIP translates the IDP and budget into actionable service delivery targets and performance indicators, ensuring that planned projects are monitored and executed effectively within defined timeframes and resource constraints (Coccia, 2021:87).

2.13 PUBLIC PARTICIPATION IN THE INTEGRATED DEVELOPMENT PLANNING PROCESS

A central feature of modern developmental local government is recognising the connections between development, service delivery, and citizen engagement (Quick & Bryson, 2022:43). Municipalities promote public participation to enhance local democracy and ensure effective delivery of services to the community (Bakre & Dorasamy, 2018:173). They are obligated to share specific information with residents, fostering community dialogue and action to address local issues.

De Villiers, Van, and Botha (2020:79) describe public participation as a process that redistributes power, incorporating historically marginalised groups into political and economic systems. Maemu (2021:17) elaborates that it involves efforts by those affected to influence government actions, highlighting that community participation refers to the involvement of individuals impacted by decisions related to projects, policies, or programs.

Bakre and Dorasamy (2018:55) note that *the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)* formalises the participation process by establishing municipal councils, enabling citizens to influence their representation, including mayors and councillors. *Section 4* of this act details the council's responsibilities, which are as follows:

- To promote and engage local communities in local government activities and
- To seek input from local communities regarding the level, quality, variety, and effectiveness of municipal services offered by the municipality, either directly or via another service provider.

As stated in *Section 5* of *the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)*, community members are entitled to:

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- Participate in decision-making and submit recommendations or complaints to the municipal council.
- Be informed about the council's decisions and
- Receive regular updates on the municipality's activities and finances.

Public participation is vital in the Integrated Development Planning (IDP) process for local governments, helping municipalities meet community needs and strengthen local democracy. Involving citizens in decision-making ensures alignment of development goals with community priorities. *The Municipal Systems Act, 2000 (Act No. 32 of 2000)* requires municipalities to consult with local communities on service delivery and project planning.

2.14 DEVELOPMENTAL LOCAL GOVERNMENT PRAXIS: THEORETICAL DISCOURSE IN SOUTH AFRICA

In South Africa, following the December 2000 local government elections and the establishment of new structures, the transitional phase of local government administration ended, ushering in a new system (Booth, 2018:43). The concept of developmental local government introduces challenges from its outset. Constitutionally, local government is recognised as a distinct sphere of government rather than a level compared to others, highlighting the gap between the ideal functioning and the practical realities of achieving it (Booth, 2018:43).

2.15 LOCAL GOVERNMENTS AS A SPHERE OF GOVERNMENT

Local government is the closest sphere of government to the public, providing essential services that impact residents' lives (Bharadwaj, 2018:63). It consistently influences both the physical and social environments, although it remains uncertain whether all South African municipalities share a common context. These evolving institutions face significant pressures and new demands (Shilangu, 2019:27).

As a vital part of daily life for South Africans, local government is defined within the framework of *Section 40 of the 1996 Constitution*, emphasising cooperative governance (Booth, 2018:48).

Munzhedzi (2020:11) highlights two often misunderstood aspects: local government has limited autonomy, as national departments set regulations, and it is funded not just by local rates but also by allocations from other government levels. This situation complicates the perception of local government as an independent sphere. The expectation for national and provincial support,

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combined with current limitations in many local governments, reflects an idealised view of their autonomy (Munzhedzi & Makwembere, 2019:22).

Thus, South African local governments remain interdependent with national and provincial spheres (Quick & Bryson, 2022:34). While legislative constraints restrict their ability to establish distinct structures, there is potential for them to adapt within these frameworks (Akokpari, 2018:43). The ideal of developmental local government is more constitutional than practical, as strict oversight undermines their independence (Akokpari, 2018:43).

2.16 DEVELOPMENTAL LOCAL GOVERNMENT PRAXIS

The introduction of developmental local government in South Africa requires a clear understanding of its meaning for proper implementation. De Wee (2016:79) states that the concept combines the social goals of the Reconstruction and Development Programme (RDP) with the market strategies of the Growth Employment and Redistribution policy (GEAR), both aimed at economic growth and poverty alleviation (Mokoena, 2020:31).

The core meaning of developmental local government in South Africa originates from the policy goals in the White Paper on Local Government (1998) (Kenton, 2020a:88). These goals focus on providing household infrastructure and services, developing integrated cities, towns, and rural areas, promoting local economic development, and ensuring community empowerment and redistribution (Kenton, 2020a:88). The associated objectives are as follows:

- To establish a democratic and accountable government for local communities.
- To deliver services to communities in a sustainable way.
- To foster socio-economic development.
- To enhance a safe and healthy environment.
- To support community and organisation participation in local government affairs (Kenton, 2020a:88-89).

Each municipality is required to manage its affairs in alignment with the objectives outlined in *the Constitution of the Republic of South Africa of 1996*. According to Kenton (2020b:35), the objectives of local government can be classified into the following categories:

- Control and protection objectives, aimed at regulating certain environmental aspects and citizens' activities while safeguarding individuals against natural disasters and other threats.

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- Social and welfare objectives, designed to provide equal opportunities for the social welfare development of all citizens.
- Economic welfare objectives, intended to offer equal opportunities for the economic welfare development of each citizen.

To achieve these objectives, municipalities must adopt the new local government developmental mandate. The essence of developmental local government lies in its commitment to collaborating with citizens and community groups to explore sustainable ways to address their social, economic, and material needs, enhancing their quality of life. Developmental local government should be perceived beyond mere developmental goals, as creating a universal definition of development can be challenging (Kenton, 2020b:35).

2.16.1 Developmental state

Literature often highlights the key elements of the developmental state as crucial factors in achieving development (Akokpari, 2018:56). Akokpari (2018:56) notes that developmental states implement active development strategies, particularly industrial policies, functioning as entrepreneurial states that focus on creating 'winners' rather than simply selecting them. These states use heterodox economic policies, including state intervention and political rent-seeking, which are transformed into market-driven consequences.

Kenton (2020a:97) defines a developmental state as one that possesses sufficient determination, power, autonomy, capacity, and legitimacy to shape and promote specific developmental objectives. This may involve fostering conditions for economic growth in capitalist contexts or organising it directly in socialist settings, often combining both approaches.

De Wee (2016:83) outlines components of a developmental state model, which include:

- A small, efficient elite bureaucracy staffed by the most capable managerial talent available.
- A political system that allows bureaucracy the initiative and effectiveness to operate.
- The refinement of market-conforming methods for static economic intervention.

Conversely, Akokpari (2018:58) argues that states are not permanently fixed in developmental. Conceptually, developmental states are linked to better economic outcomes, but their various components do not guarantee development. The defining characteristics of these states cannot be universally applied, as they are shaped by specific historical contexts.

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2.16.2 Conceptualisation of developmental local government

This overview aims to clarify the conditions for South African local government to be regarded as developmental. It is essential to differentiate between 'development' and 'developmental,' as these terms are often used interchangeably in the literature (Makalela, 2016:163). To properly conceptualise developmental local government, one must first define 'development' and then outline developmental local government as presented in the 1998 White Paper (Makalela, 2016:163). The objectives of developmental local government extend beyond the brief descriptions in the White Paper (Sebola-Samanyanga, 2020:35) and should evolve into practical applications.

Additionally, the concepts of development and 'developmental' within South African public administration should consider the perspectives of stakeholders like COSATU and the SACP in the broader macroeconomic policy context (Mvulane, 2022:35). The RDP, adopted after the 1994 elections, and the GEAR policy from 1996 represent different interpretations of development (Mvulane, 2022:35). Developmental local government aims to balance the social goals of the RDP with the economic needs of GEAR (Makalela, 2016:164).

The RDP provided a framework for integrated socio-economic progress, mobilising South Africans and resources to eliminate apartheid's effects (RSA, 1994) and sought to create a democratic, non-racial, and non-sexist future by establishing strong institutions and promoting sustainable growth (Kroukamp & Cloete, 2018:59).

2.17 CHARACTERISTICS OF DEVELOPMENTAL LOCAL GOVERNMENT

Molale and Fourie (2022:37) outline four interrelated characteristics of a developmental local government system designed to enhance local community welfare: maximising social development and economic growth, coordinating activities, democratising development, and promoting leadership and learning. Shilangu (2019:93) also presents four characteristics of local government, which are:

2.17.1 Maximising social and economic growth

Molale and Fourie (2022:38) assert that all powers and functions assigned to local governments should be used to enhance social development. They emphasise that local governments are constitutionally obligated to fulfil two primary roles: delivering services to their communities and promoting socioeconomic development. This reflects the crucial role municipalities play in the local economy as employers, buyers of goods and services, and providers of economic and social

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infrastructure. According to Akokpari (2018:81), local governments must not only offer traditional services but also improve citizens' lives through developmental programs and projects.

De Wee (2016:117) notes that social development encompasses various aspects, including meeting basic needs, health, education, poverty eradication, crime reduction, addressing unemployment, and empowering individuals. These activities impact municipalities' ability to integrate, coordinate, and operate efficiently. Molale and Fourie (2022:42) specify that social development involves providing essential services, such as free basic services for electricity, water, and sanitation, to enhance community well-being. Kroukamp and Cloete (2018:73) add that municipalities can foster social development through initiatives in arts and culture, recreational facilities, community services, and social services.

Uwizeyimana and Munzhedzi (2022:33) argue that municipalities should positively influence both social and economic development by addressing basic needs and stimulating the local economy. A key aspect of developmental local government is the Local Economic Development (LED) program, which aims to mobilise resources and engage communities to create opportunities for local growth and empowerment (Kenton, 2020a:90).

2.17.2 Integrating and coordinating

The second characteristic of developmental strategies is integration and coordination. Section 154(1) of the Constitution of the Republic of South Africa, 1996 mandates that national and provincial governments must support local governments in performing their functions effectively. Shilangu (2019:23) notes that various agencies contribute to development, including national and provincial departments, parastatals, trade unions, community groups, and private-sector organisations. Municipalities are required to implement developmental projects and programs as outlined in their Integrated Development Plans (IDPs) and engage in the developmental initiatives of national and provincial governments (Shilangu, 2019:23). Thus, it is the role of developmental local government to provide vision, leadership, and effective coordination among the various stakeholders (Shilangu, 2019:23).

Mathebula, Nkuna, and Sebola (2016:7) explain that the Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005) was established to implement the cooperative governance principle outlined in *Section 41(2) of the Constitution*. This act created intergovernmental forums across all three spheres of government to enhance alignment, integration, and coherence, promoting collaborative systems and processes (Mathebula, Nkuna, & Mvulane, 2022:35; Sebola, 2016:7). However, the Act does not include provisions for enforcing these requirements (Mathebula,

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Nkuna, & Sebola, 2016:7). A key method for ensuring better coordination and commitment is through the IDP process (Mathebula, Nkuna, & Sebola, 2016:7).

2.17.3 Democratising development and public participation

According to WPLG (1998:48), municipal councils are crucial in fostering democracy. De Wee (2016:120) points out that the process of democratising development focuses on the involvement of local communities in local government issues. It is often argued that local government is the level of administration most linked to communities, which makes local community participation essential in deciding the quantity and quality of services to be provided (De Wee, 2016:120).

Kühn (2019:21) asserts that for democratisation to occur, public institutions need to be restructured and operate in a way that promotes and facilitates genuine public engagement. For local government to be truly democratic, communities need to take part in municipal matters, including the services offered and the rates and taxes related to water and sanitation (Kühn, 2019:21). The National Development Plan (NDP) of 2030 emphasises that active citizen participation, along with social and economic involvement, is essential for democracy and development, highlighting the necessity for ongoing dialogue between municipalities and their communities (Kühn, 2019:21).

2.17.4 Leading and learning

Hofkirchner (2019:65) emphasises that effective municipal functioning begins with strong political leadership, which is essential for assessing the efficiency of developmental local government in South Africa. Councillors are responsible for ensuring the effective, efficient, and economical delivery of services and must be accountable to the community for their actions (Vilakazi, 2021:77). This accountability enhances the council's legitimacy and strengthens local democracy (Hofkirchner, 2019:65).

For developmental local government to succeed, municipalities must adopt a strategic, visionary, and influential approach (Hiatt, 2022:22). Local councils are critical as policymakers and innovators and need effective leadership to achieve these goals. Hiatt (2022:22) distinguishes leadership as either a process that mobilises people, like a mayor's role, or as a formal group expected to lead, such as an elected council. Leadership guides others toward achieving organisational objectives (Hammond, 2019:213).

Developmental local government should focus on creating processes that involve all stakeholders in pursuing common goals. Hammond (2019:213) notes that effective leadership is vital in

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addressing complexity, as it helps overcome program fragmentation and bureaucratic challenges. This type of leadership encourages collaboration instead of relying solely on top-down authority, allowing individuals to succeed (Eraydin, 2019:28).

Leadership encompasses key components like authority, power, influence, delegation, responsibility, and accountability (Eraydin, 2019:28). To achieve effective management, it is essential to maintain a balance among these components. A brief overview of each is provided below to highlight their importance in the concept of leadership:

2.17.4.1 Authority, responsibility, and accountability

These components are highlighted here because they are interconnected and often overlap in public administration leadership. However, distinguishing them is crucial for effective leadership. Authority is the right to make decisions and use resources (Eraydin, 2019:30), often defined by legislation. For example, *Section 82 of the Municipal Structures Act, 1998 (Act No. 117 of 1998)* grants local municipal councils the authority to appoint municipal managers. This authority includes the power to enforce duties and impose penalties for noncompliance, such as fines (Eraydin, 2019:30). Effective local leadership requires this authority, but challenges arise when it needs to extend beyond structures outside the local municipality's legal framework. For instance, the Vhembe District Municipality in Limpopo oversees water supply as per provincial authorisations, limiting local municipalities' options to address failures in supply.

Accountability involves evaluating how well individuals meet their responsibilities (Eraydin, 2019:30). In public administration, it reflects the government's obligation to achieve set objectives and report publicly on them. It requires public officials to accept responsibility for their actions and decisions (Hammond, 2019:216). Responsibility is the obligation that accompanies authority (Kroukamp & Cloete, 2018:83), and sufficient authority is essential to fulfil these responsibilities.

2.17.4.2 Power and influence

Power is the ability to influence others' behaviour within an organisation (Hofkirchner, 2019:196) and is closely related to leadership as part of the influence process (Elia, Margherita, and Secundo, 2020:56). Those in local government, such as mayors, councillors, municipal managers, and traditional leaders, can leverage power to impact stakeholders and effect change in municipal administration.

DeRobertis and Bland (2018:18) categorise power into two main types: position power, which comes from an official rank (e.g., executive mayor), and personal power, which stems from being

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perceived as likable and knowledgeable. Within leadership, power can also be classified by its sources (DeRobertis & Bland, 2018:18).

Referent power arises from followers' identification with a leader and can be influenced by personal charisma (Eraydin, 2019:39). Expert power relates to a leader's perceived competence, while legitimate power is associated with formal authority (Eraydin, 2019:39). Additionally, reward power is based on the ability to grant rewards, and coercive power is derived from the capacity to impose penalties (Eraydin, 2019:39). The interplay of these power types creates a complex environment in developmental local government, where, for example, a mayor may need to harness charisma, while a municipal manager relies more on expert power (Eraydin, 2019:39).

2.17.4.3 Delegation

Delegation refers to the process of assigning responsibility and authority to achieve specific goals (Hofkirchner, 2019:197). This involves passing responsibility and authority down the organisational hierarchy from higher-level individuals to those at lower levels. Delegation is not just a simple task it encompasses a process that involves interaction and context. According to *the Municipal Finance Management Act, 2003 (Act No. 56 of 2003),* delegation includes instructions or requests related to performing duties. It can cover a range of responsibilities, from political mandates to operational tasks within a municipality (Elia *et al.,* 2020:60). In the context of developmental local government, leadership processes are essential for creating consistency and order to reach developmental goals. Unfortunately, achieving order can often be superficial, similar to the insignificance of font size on executive memoranda (Elia et al., 2020:60).

Hofkirchner (2019:197) portrays leadership as distinct from mere consistency and order, emphasising that it fosters movement. Throughout history, recognised leaders have instigated change, both positively and negatively, by determining goals for groups, aligning them towards those objectives, and motivating them to face challenges. The definition of effective leadership has been debated for centuries due to the ever-changing nature of leadership (Elia et al., 2020:60). Leadership is situation-dependent, meaning no single style or form is universally applicable. Thus, if local government is to take on a leadership role, it raises questions about what types and forms of leadership would be appropriate in those circumstances.

2.18 STATE OF DEVELOPMENTAL LOCAL GOVERNMENT

The concept of developmental local government in South Africa emerged with the establishment of democracy following 1994. While there is a significant amount of literature discussing this idea

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(De Villiers, Van & Botha, 2020:63), this section of the review will concentrate on the foundational principles of developmental local government, the changes in local government, the framework of local government policies, and the relationship between local government and New Public Management (NPM).

2.18.1 The institutional principles of developmental local government

De Villiers *et al.* (2020:63) present a case study focused on developmental local government in South Africa. They examine the benefits of decentralisation, particularly how it supports development goals. Additionally, they outline three key institutional principles that can help governments in transitional societies make effective choices to realise the developmental potential of local governments: autonomy, supervision, and cooperation. According to De Villiers *et al*. (2020:63), traditional perspectives on decentralisation are based on these principles, and adhering to them can significantly help translate developmental goals into practical institutional frameworks.

However, it is important to note that the inclusion of cooperation as the third principle is essential, as issues like a lack of political will to cede power, miscommunication among government levels, and the duplication of development initiatives cannot be resolved solely through autonomy and supervision. An unchecked approach to autonomy can lead to fragmentation and pose risks to development associated with decentralisation (De Villiers *et al.,* 2020:63). Fragmentation, a characteristic of postmodern society, cannot be overlooked in complex theoretical discussions. The concept of developmental local government remains divided, characterised by interactions between various elements. The tools and processes implemented to fulfil the new developmental mandate in local government involve intricate interactions (De Villiers *et al.,* 2020:63).

2.18.2 The dynamics of local government transformation

Elia, Margherita, and Secundo (2020:147) analyse the transformation of local government in South Africa, focusing on key themes in policy debates and strategic decisions. They highlight the importance of strategic priorities and tools for developmental local government, acknowledging the diverse societal landscape in which this transformation occurred. The authors call for more empirical research to produce generalisable findings and suggest future studies might explore how senior managers and politicians perceive these complex systems (Elia *et al.,* 2020:147). Furthermore, they note that defining when a policy begins and ends is difficult, as the policy process is often messy and cyclical rather than linear (Eraydin, 2019:138).

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2.18.3 Local government and policy framework

Elia, Margherita, and Secundo (2020:152) offer a valuable analytical overview of the rise of developmental local government and the complex policy framework that supports it. They argue that various elements of the local government policy framework will not come together at the same time, and the success of implementation will depend on local power dynamics, mediating institutions, and priorities. The new local government policy framework can be interpreted and adapted in many ways, making it flexible enough to accommodate different and sometimes conflicting interests. Approaches that simplify the relationship between cause and effect overlook many contingencies and external factors (Elia *et al.,* 2020:152).

2.18.4 Local Government and New Public Management (NPM)

South African Local Government seeks to implement the developmental mandate set out in *the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)* and related legislations. The emphasis on efficiency in the 1998 White Paper on Local Government is influenced by New Public Management (NPM) principles (Shilangu, 2019:125). While NPM is defined in various ways, it focuses on applying business management concepts to public service (Hammond, 2019:62). Buchanan (2019:43) notes that NPM promotes a minimal state and a market-driven approach to delivering social and economic services.

To improve service delivery, Buchanan emphasises the need for continuous modernisation aimed at citizens' interests rather than just public service needs. Modernity is characterised by rationalisation, specialisation, and bureaucratisation (Shilangu, 2019:135), while Booth (2018:106) identifies modern values such as rationality and egalitarianism.

However, the environment for implementing developmental local government is complex. Strategies like Integrated Development Planning (IDP) and Community Participation often fall short of expectations. NPM frameworks can provide oversimplified solutions to intricate issues, creating a false sense of achievement (Bharadwaj, 2018:176). Such simplistic approaches overlook the complexities of the public service sector (Buchanan, 2019:47) and have fostered a mechanical view of organisations (Buchanan, 2019:47).

2.19 DEVELOPMENTAL DUTIES AND OUTCOMES OF LOCAL GOVERNMENT

According to *Section 153 of the 1996 Constitution*, municipalities have specific developmental responsibilities, they must organise and manage their administration, budgeting, and planning to prioritise the essential needs of their communities. They are tasked with fostering social and

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economic advancement and engaging in national and provincial development initiatives. Municipalities should strive to meet the goals outlined in the *1996 Constitution*, within their financial and administrative capabilities. Legally, they are also obligated to participate in both national and provincial programs (Danielle and Masilela, 2020:247).

As stated by Danielle and Masilela (2020:247), developmental local government aims to achieve several key outcomes:

2.19.1 Provision of Household Infrastructure and Services

Municipalities are deemed developmental only if they effectively provide essential household infrastructure and services, such as water supply, sanitation, local roads, stormwater drainage, refuse collection, and electricity (Danielle and Masilela, 2020:247). In South Africa, only metropolitan municipalities in larger cities often succeed in delivering these services, while local governments in rural areas struggle. The central government tends to focus development efforts on big cities, which are perceived as key to economic growth. For example, during the 2010 FIFA World Cup, more resources were allocated to major cities for stadium construction than to rural areas, highlighting a development imbalance (Dipura and Soediantono, 2022:146).

Access to these services is viewed as a constitutional right and is crucial for individuals to support their families, find jobs, and develop entrepreneurial skills (Molale and Fourie, 2022:105). Municipalities also play a significant role in promoting small business initiatives, which can lead to job creation and reduced poverty. In areas heavily dependent on government support, encouraging new businesses can help residents become self-sufficient. Thus, for a municipality to be considered developmental, it must ensure access to services, assist residents in securing employment, and foster skill development for entrepreneurship (Dipura and Soediantono, 2022:146).

2.19.2 Creation of Liveable, Integrated Cities, Towns and Rural Areas

In addition to providing essential infrastructure and services, there is a need to develop sustainable, interconnected cities, towns, and rural areas. A significant challenge for local governments is the integration of various settlements. Urban regions struggle with unifying towns and townships, while rural areas must create liveable environments, addressing issues like security, access to land, and services for the rural poor, along with correcting the inequalities in ownership and opportunities established by apartheid between Black and White residents (Akokpari, 2018:22).

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It is widely believed that apartheid planning has profoundly impacted the appearance of cities, towns, and rural zones. Urban areas are often characterised by racial segregation, with impoverished communities frequently residing in townships far from business and industrial centres. Achieving spatial integration of these settlements is essential, as it can enhance economic efficiency by simplifying service delivery, lowering public transport costs for workers, and fostering social development. Furthermore, spatial integration plays a vital role in nation-building by addressing location-based disadvantages and promoting a cohesive society and nation (Akokpari, 2018:22).

2.19.3 Local Economic Development (LED)

Kenton (2020a:82) asserts that local government has a crucial role in fostering job creation and enhancing the local economy. A key focus should be on developing employment strategies at the local level. He also recommends that municipalities collaborate with local partners to improve their understanding of business dynamics and the work environment, ensuring a better alignment between local labour market demands and supplies, while also providing targeted skills training.

The recent Local Economic Development (LED) Policy Paper in South Africa criticises strategies that rely on incentives like subsidies, tax breaks, and free infrastructure or services aimed at attracting external industries. Instead, local government promotes six developmental LED strategies: community-based development, linkages, human capital development, infrastructure, and municipal services, addressing economic leakage, and retaining and expanding local economic activities (Kenton, 2020a:82). However, traditional strategies persist, particularly in export processing zones, industrial development zones, and spatial development zones, which tend to be top-down, have high costs per job created, display minimal connections to upstream and downstream industries, offer limited employment opportunities, and often have negative implications for women workers (Kenton, 2020a:82). Municipalities that incorporate these elements are considered developmental within their authorities.

2.20 STRATEGIES TO PROMOTE INTEGRATED DEVELOPMENT PLANNING (IDP)

To become more developmental, municipalities must revise their operations. The White Paper presents three key strategies: integrated development planning (IDP) and budgeting, performance management, and collaboration with local citizens and partners (Khawula, 2016:76).

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2.20.1 Integrated Development Planning (IDP) and Budgeting

Khawula (2016:76) states that the Integrated Development Plan (IDP) is a collaborative planning approach that engages both the municipality and its citizens to identify effective long-term development solutions. The IDP Guide Pack (2011:4) describes the IDP as a tool that enables municipalities to create a cohesive, long-term strategy for coordinating development and service delivery in their area. Municipalities face significant challenges in creating sustainable settlements that enhance the quality of life for local communities. To tackle these issues, they must understand the local dynamics, establish a clear vision, and devise strategies for realising and financing that vision in collaboration with various stakeholders (Tebele, 2016:145).

Akokpari (2018:71) describes the IDP as an overarching plan that provides a framework for development, coordinating efforts across local and other government levels to improve overall quality of life. It should take into account current conditions, challenges, and available resources, focusing on both economic and social development. The plan must outline land use, required infrastructure and services, and environmental protection. As per the IDP Guide Pack (2011:4), all municipalities are required to develop an Integrated Development Plan, which they must coordinate while involving stakeholders that can influence or benefit from local development (Akokpari, 2018:71).

2.20.2 Performance Management

Shilangu (2019:147) explains that performance management is a system designed to ensure all municipal departments work in unison to achieve established goals and targets. The municipality should define clear objectives and specific targets to guide their efforts. All departments and employees need to understand their roles and how their performance contributes to overall goals. According to Molale and Fourie (2022:11), monitoring the performance of individuals, departments, and the municipality as a whole is essential to ensure targets are being met. Performance management is crucial for confirming that strategies are implemented effectively, resources are used efficiently, and desired development outcomes are achieved.

Furthermore, Shilangu (2019:147) notes that performance management aims to enhance the effectiveness and efficiency of local government by helping municipalities focus on strategic priorities, measure their results, and improve accountability to local citizens.

2.20.3 Collaborating with Local Citizens and Partners

Munzhedzi (2020:26) emphasises that a key role of local government is to build local democracy by developing strategies to engage citizens, businesses, and community groups in planning and

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budgeting. *The White Paper on Local Government (1998)* highlights that local governments should provide democratic and accountable governance while involving communities in decision-making.

Munzhedzi and Makwembere (2019:18) suggest that community organisations can influence local government policies through mechanisms like ward committees and public meetings. Legislation mandates local municipalities to be responsive to local challenges, requiring partnerships with communities to address these issues. Collaboration with citizens is essential in a democratic society, as government should represent the people (Munzhedzi & Makwembere, 2019:18).

Local government handles community affairs and delivers many basic services. Activist organizations need to understand how local government operates to promote effective governance (Uwizeyimana & Munzhedzi, 2022:86). Community participation is vital for developmental local government, ensuring local needs are prioritised. The IDP is an important tool for promoting effective local governance, although challenges like corruption and unequal focus on larger cities can hinder its implementation (Uwizeyimana & Munzhedzi, 2022:86).

2.21 CHALLENGES FACING DEVELOPMENTAL LOCAL GOVERNMENT

Since 1994, South Africa has made progress toward its developmental goals, improving citizens' quality of life and demonstrating political will for positive change. However, the government still faces significant challenges in promoting growth and development. Despite advancements in municipal governance, specific issues within the new system may obstruct the transformation of local government (Molale & Fourie, 2022:67).

2.21.1 Inability of municipalities to financially sustain themselves

Financial sustainability challenges stem from municipalities' failure to implement effective revenue collection mechanisms. A significant issue in the public sector is the shortage of skills. Molale and Fourie (2022:67) note that this lack of skills and capacity is the primary barrier to the success of Developmental Local Government (DLG) in South Africa. Adequate capacity, including well-trained personnel, is crucial for DLG's effectiveness. Despite attending training workshops on public management, many municipal officials still lack the necessary knowledge for proper implementation. This shortcoming has contributed to poor governance in procurement processes. While the South African government launches educational programs, their execution often falls short.

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2.22.2 The lack of capacity to deliver constant and regular services.

As a consequence, the capacity to deliver consistent and dependable services is severely compromised. Although a shortage of funding remains a pressing issue, this dilemma is exacerbated by unethical practices that further hinder effective governance. In numerous municipalities, the process of selecting service providers is frequently tainted by political influence, with politicians exerting their power to sway decisions. This interference disrupts the integrity of the supply chain processes, often leading to inefficiencies and undermining the overall quality of service delivery (Mathebula, 2018:15).

2.21.3 Failure of officials to comply with regulations

In certain municipalities, municipal managers, who serve as accounting officers, have faced suspension by the municipal council for not appointing service providers favoured by politicians (Uwizeyimana & Munzhedzi, 2022:21). This issue has been particularly noticeable in procurement matters. Developmental Local Government operates under a variety of relevant policies and regulations (Uwizeyimana & Munzhedzi, 2022:21). However, adherence to these procurement policies presents challenges, as many practices exhibit non-compliance, such as failing to follow a competitive bidding process for quotes and tenders and misusing the preference points system. Munzhedzi (2021:49) points out several issues, including the absence of proper bid committees, reliance on unqualified suppliers, rejecting bids for improper reasons, using incorrect procurement processes relative to established thresholds, extending validity periods improperly, and misapplying the limited bidding process. These challenges are significant within the realm of Developmental Local Government.

2.21.4 Inadequate planning and the linking to the budget

Munzhedzi (2020:19) points out that many government entities struggle with inadequate planning and linking demand to budgets. Effective procurement requires specialised skills to determine needs, develop contract strategies, and manage contracts to secure optimal deals. The creation of accurate strategic plans is vital, yet some entities lack coherent plans and fail to assess service needs or estimate costs properly. Coccia (2021:103) stresses the importance of monitoring service delivery to ensure efficient resource procurement. Poor planning and budgeting have negatively impacted the implementation of Developmental Local Government.

2.21.5 Inadequate measures for monitoring and evaluation

A major challenge for Developmental Local Government (DLG) is the lack of evaluation. Effective policymaking relies on understanding if governments are implementing strategies correctly and

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achieving desired results. Strong monitoring and evaluation systems are crucial for integrating important information into the policy cycle, which supports good governance (Asha & Makalela, 2020:11). The inadequacy of these systems results from a poorly controlled environment, hindering government entities from properly implementing supply chain management (SCM). Consequently, deviations and non-compliance often go undetected. According to Asha and Makalela (2020:11), government procurement officials have spent millions in ways that violate laws, leading to irregular, unauthorised, and wasteful expenditures at both national and provincial levels.

2.21.6 Lack of Community Participation

Community involvement in municipal affairs is a key goal of local government and a primary reason for South Africa's adoption of developmental local government (Asha & Makalela, 2020:13). The government has established a comprehensive legal framework for participatory governance, requiring municipalities to engage communities in developing integrated plans, budgets, and service delivery decisions. Ward committees, composed of elected representatives from local sectors, further promote community participation (Asha & Makalela, 2020:13).

Despite these frameworks, there is a contradiction as protests against councillors and municipal administrations continue. Many communities still choose to voice their grievances through demonstrations, highlighting issues like poor service delivery, unresponsive decision-making, and excessive spending by officials (Arkorful, Lugu, Hammond & Basiru, 2021:58).

While the causes of these protests often extend beyond municipal responsibilities, it is important to reassess how community participation is institutionalised. The existing legal framework includes several institutions designed to facilitate diverse interests. However, institutionalised forms of participation, such as ward committees, may diminish the motivation to find innovative ways to engage communities. This calls for a re-evaluation of how communities want to connect with municipal administrations (Arkorful *et al.*, 2021:58). The need for effective strategies at the municipal level remains vital to translating the potential for community participation into meaningful engagement (Arkorful *et al.,* 2021:58).

2.21.7 Lack of clarity with regard to Intergovernmental Framework

Central to the challenges facing developmental local government is the lack of clarity in the intergovernmental framework. The Constitution grants municipalities autonomy but provides vague definitions of their responsibilities. The specific delineation of these responsibilities depends on various processes, including statutory definitions, judicial rulings, and

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intergovernmental agreements (Asha & Makalela, 2020:18). This uncertainty complicates municipalities' ability to effectively plan and budget (Asha & Makalela, 2020:18), leading to perceptions that the rules are constantly changing (Coccia, 2021:111).

While some argue that demanding clear definitions is naïve and that flexible governance is more important, Akokpari (2018:73) outlines three reasons for the need for clarity. First, the Constitution sets an expectation for clear responsibilities. If specific functional areas are outlined, they should have concrete meaning to uphold the promise of autonomy. Second, flexible governance arrangements work better in countries with strong municipal governments, whereas South Africa's municipalities, particularly weaker ones, need clearer definitions to negotiate effectively with provincial and national bodies (Akokpari, 2018:73). Lastly, ambiguity around responsibilities undermines intergovernmental fiscal arrangements, as fiscal calculations depend on a shared understanding of constitutional mandates (Akokpari, 2018:73).

2.22 POLICY AND LEGISLATIVE FRAMEWORKS ON DEVELOPMENTAL LOCAL GOVERNMENT

This section outlines the policy and legislative frameworks for developmental local government in fostering integrated development planning, as well as their significance in the development and execution of this planning approach.

2.22.1 *The Constitution of the Republic of South Africa 1996*

Section 151(1) of the Constitution of the Republic of South Africa, 1996 emphasises that developmental local government must be accountable and democratic to local communities, ensuring sustainable service delivery and equitable socio-economic development for the poor. Local governments are crucial in poverty reduction programs and low-cost housing for historically disadvantaged communities (Harrison, 2003:84).

Additionally, *Section 152(1) (e)* states that a developmental local government should encourage community participation to promote a healthy environment (Harrison, 2006:38). Local authorities must engage communities in the preparation, planning, implementation, and review of the Integrated Development Plan (IDP), allowing them to comment on priorities, budgets, and performance (Harrison, 2006:38).

This constitutional framework allows local governments to transition from merely providing services to focusing on planning and development that improve socio-economic conditions. Municipalities must be accountable, transparent, and responsive in delivering services and should

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involve communities in decision-making regarding local priorities (Harrison, 2006:39). Such participation enhances governance efficiency and helps prevent unrest by including all voices in the process.

2.22.2 *Local Government Transition (Second Amendment) 1996 (Act No. 97 of 1996)*

The Local Government Transition (Second Amendment) Act, 1996 (Act No. 97 of 1996) mandates that each municipality develop an Integrated Development Plan (IDP) in a consultative manner within their community (Reddy, 2003:03). This Act aimed to establish, consolidate, and sustain the IDP, providing a legal framework from 1995 to 1999. Each municipality is financially responsible for fulfilling its roles and responsibilities to local communities efficiently, effectively, and economically (Reddy, 2003:03). *Section 23(a)* of the Act also requires municipalities to be accountable to the communities they serve, ensuring that planning, budgeting, and integrated development planning are consultative and transparent. Local municipalities must prioritise basic socio-economic needs and ensure they are addressed effectively (Reddy, 2003:04).

2.22.3 *White Paper on Local Government, 1998*

The White Paper on Local Government (1998) aims to address the injustices of apartheid by focusing on social and economic growth, integration, coordination, and democratising development. It seeks to correct imbalanced settlement patterns and ensure that previously disadvantaged communities' benefit from economic growth (Pratchett, 1996:121). It emphasises infrastructure development to create effective municipalities that enhance economic development in rural areas through community participation (Pratchett, 1996:121).

Additionally, the White Paper mandates that municipalities align limited resources with approved policies to meet basic human rights and needs. It highlights the need for coordinated services such as healthcare, transportation, and housing, particularly targeting disadvantaged groups, including the poor, disabled, and women (Pratchett, 1996:123). Municipalities must conduct situational analyses and develop practical strategies to match resources with their goals (Pratchett, 1996:123).

Moreover, the White Paper stresses the role of municipalities in job creation and household infrastructure to facilitate human development. It encourages equitable growth and resource redistribution to support all communities (Pratchett, 1996:123). Through education and small enterprise development, municipalities can enhance job creation, alleviate poverty, and foster sustainable development, using the Integrated Development Plan (IDP) to promote community engagement and improve socio-economic conditions (Pratchett, 1996:123).

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2.22.4 *The Local Government: Municipal Systems Act, 2000 (32 of 2000)*

Before *the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)* was enacted, *the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)* required the Mayor to identify and prioritise local needs in the Integrated Development Plan (IDP) while proposing strategies for service delivery in alignment with national and provincial plans (StepSA, 2010). *Section 16(1) of the 2000 Act* mandates that each municipality implement a strategic, inclusive, and participatory IDP to foster local development.

Section 35 of the 2000 Act outlines that IDP implementation involves evaluating current issues, establishing a vision and goals, and securing funding. This council-driven process requires active participation from councillors but is the responsibility of the municipal manager and officials (Radnor & McGuire, 2004:250). Because IDPs include long-term projections, regular reviews are necessary to assess progress toward goals (Geyer, 2006:3). Monitoring the IDP with key performance indicators (KPIs) ensures responsibilities are met and allows municipalities to adjust their objectives as needed (Moodley, 2003:2).

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

The Municipal Finance Management Act, 2003 (Act No. 56 of 2003) serves as another legislative framework for developmental local government. *Section 130* requires that council meetings discussing the annual report be open to the public and state organs, allowing time for community input on the report and for community members to address the Council. *Section 23* mandates that the Municipal Council consider local community feedback on annual budgets, enhancing the effectiveness of developmental local governments.

The Act aims to regulate financial management within local government, ensuring efficient handling of municipal revenue, expenditure, assets, and liabilities. It also defines the responsibilities of individuals involved in financial management at the local level (Dipura & Soediantono, 2022:36).

2.23.6 Reconstruction and Development Programme (1994)

The Reconstruction and Development Programme (RDP) promotes a development approach centred around the people, emphasising a process driven by community involvement. It does not support the idea of the state merely providing services to inactive and unengaged citizens (Dipura & Soediantono, 2022:39). Instead, it focuses on empowering communities and harnessing their energy as part of developmental local governance.

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Mass participation is crucial for the successful implementation of the RDP. The Policy Framework specifies that within the first nine months of 1994, the RDP should be presented at community forums, rallies, and meetings. Throughout 1994, trade unions, social movements, and community-based organisations, particularly civics, were encouraged to create their own RDP action plans and campaigns. To assist these groups in transitioning from being politically opposition to the former apartheid government, capacity development programs were offered to help them effectively engage in the RDP process (Dipura & Soediantono, 2022:39).

2.23 ASSESSING THE EFFECTIVENESS OF INTEGRATED DEVELOPMENT PLANNING (IDP) IN PROMOTING DEVELOPMENTAL LOCAL GOVERNMENT

Integrated Development Planning (IDP) has become the cornerstone mechanism for developmental local governments to deliver coordinated, sustainable, and inclusive development. However, its effectiveness varies and requires critical evaluation based on actual outcomes in governance, service delivery, community engagement, and socio-economic development. A detailed discussion of these elements follows:

2.23.1 Enhancing Inclusive and Participatory Governance

IDPs promote inclusivity by mandating public participation during planning. In many cases, this has strengthened democratic governance by giving marginalized groups a voice (Moon, 2023:143). However, the quality and extent of participation can be uneven, with some communities still excluded due to lack of awareness, language barriers, or political interference.

2.23.2 Improving Coordination of Sectoral Policies

IDPs have succeeded in aligning local development initiatives with national policies and sector plans, fostering interdepartmental collaboration and reducing project duplication (Nyati et al., 2023:265). This integrated approach has improved resource utilization and enabled multi-sectoral projects with broader impact.

2.23.3 Resource Mobilisation and Management

IDPs have helped local governments to systematically identify and prioritise resource needs, attracting diverse funding sources including government grants, donor aid, and private investment (Moolla, 2022:55). Sustainable financing models introduced via IDPs have improved fiscal planning.

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2.23.4 Fostering Multi-sectoral Collaboration

By encouraging partnerships with NGOs, the private sector, and academia, IDPs have broadened development opportunities and innovation potential (Moolla, 2022:55). This has enhanced capacity and introduced new technologies or approaches.

2.23.5 Monitoring, Evaluation, and Accountability

IDPs incorporate monitoring and evaluation frameworks, promoting transparency and accountability (Mubangizi, 2022:37). In many cases, these mechanisms have improved performance tracking and allowed timely policy adjustments.

2.23.6 Addressing Urbanisation and Rural Development

IDPs are critical tools for managing rapid urban growth and stimulating rural development, enabling local governments to plan infrastructure and social services strategically (Ramoroka & Maphosa, 2022:89).

2.24 THE EMPIRICAL EVIDENCE OF INTEGRATED DEVELOPMENT PLAN (IDP) IN COLLINS CHABANE LOCAL MUNICIPALITY

The Integrated Development Plan (IDP) is a five-year strategic framework focused on improving service delivery and promoting community development. It is reviewed annually to function as a guiding document for all municipal development and to direct budgeting and resource allocation. The planning activities are organised according to a process plan that has been approved by the Council. The IDP, evaluated each year, identifies key challenges related to basic service provision in prioritised areas for the financial years 2023-2026. It operates on a multi-year basis, allowing the Municipal Council to implement a comprehensive financial strategy (Van der Waldt, 2018:24).

For the Collins Chabane Local Municipality, the IDP serves as the main strategic planning tool, influencing all facets of planning, budgeting, governance, and decision-making. The plan addresses a range of challenges the Municipality faces in both its long-term and medium-term development strategies. These challenges include high poverty rates, crime, unemployment, delays in service delivery, capital funding issues, skill shortages, widespread illiteracy, rural conditions, the effects of the HIV/AIDS epidemic, and significant barriers to accessing essential services (Netswera, 2019:17).

The IDP for Collins Chabane Local Municipality (CCLM) is aligned with the Vhembe District Framework and the Process Plan approved by the council. The CCLM IDP Process Plan complies with *the Local Government: Municipal Systems Act of 2000 (Act No. 32 of 2000)*, ensuring that

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processes, community participation, and service delivery to residents are maintained. For the 2023/24 IDP, Collins Chabane Local Municipality developed a Process Plan that was circulated internally among various directorates. An IDP Representative Forum was held to collect community feedback and input before the council's approval (Netswera, 2019:17).

2.25 EMPIRICAL EVIDENCE ON DLG IN IDP AT VHEMBE DISTRICT

Based on empirical research regarding Developmental Local Government (DLG) in the context of Integrated Development Planning (IDP) within the Vhembe District Municipality, several challenges and areas for enhancement have been identified:

2.25.1 Public Participation in IDP Processes

Matlhoahela (2022) explored public participation in IDP processes across South African local governments. The study identified several barriers to effective community engagement, including weak participatory mechanisms, low civic education, poorly skilled municipal officials, and inadequate access to information. These factors contribute to limited public involvement in IDP processes, emphasising the importance of strengthening participatory frameworks to enhance democratic governance at the local level. Many residents do not effectively participate in the IDP process due to a lack of proper engagement platforms, which limits the responsiveness of the planning process to community needs. Additionally, misinformation hampers effective participation. Stakeholders (especially marginalised groups) often feel excluded from planning discussions. This exclusion results in development plans that do not fully reflect community needs or priorities. The study recommends enhancing awareness programs to boost democratic engagement and informed participation.

Netswera and Nealer (2020:5) recommend that municipalities focus on creating inclusive engagement strategies that actively engage community members. This can be accomplished through a range of methods, such as lively community meetings, specialised focus groups, detailed surveys, and interactive public forums that facilitate open discussions. Furthermore, empowering local leaders and introducing strong civic education programs can improve the effectiveness of community involvement, leading to a more engaged and knowledgeable populace.

2.25.2 Resource and Capacity Constraints

Collins Chabane Local Municipality frequently encounters serious resource challenges, including inadequate staffing, a shortage of technical expertise, and budget constraints that hinder the

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effective execution of their Integrated Development Plans (IDPs) (Mpolweni & Kabange, 2024:58). Numerous local municipalities, particularly those in rural areas, find it difficult to secure the financial resources necessary for conducting their IDP projects. This limitation affects their capacity to meet vital infrastructure needs and to implement developmental projects that could enhance living conditions (Mpolweni & Kabange, 2024:58). The shortage of skilled professionals, especially in rural municipalities, further complicates the execution of the complex projects outlined in IDPs. The challenges in attracting and retaining qualified staff result in poor project management and delays (Mpolweni & Kabange, 2024:58).

Mpolweni and Kabange (2024:58) emphasise the importance of enhancing the capacity of local government through training programs, workshops, and skills development efforts. Forming partnerships with educational institutions and regional as well as national government agencies can offer valuable expertise and resources to strengthen the IDP process. It is crucial to allocate adequate financial resources and to ensure that these funds are used effectively for project implementation. This entails prioritising critical infrastructure and community services in accordance with local needs (Mpolweni & Kabange, 2024:58).

2.26.3 Variability in Participation Mechanisms and Public Perception

Research comparing different municipalities indicates that well-resourced urban areas implement more effective and sophisticated public participation strategies. These urban municipalities typically possess the financial means and human resources necessary to conduct comprehensive consultation initiatives. In contrast, rural municipalities struggle significantly to engage their communities in the participation process (Netswera & Nealer, 2020:6). Furthermore, a lack of understanding of the Integrated Development Plan (IDP) process among local residents can result in poor meeting attendance and a general disinterest in the planning efforts, which adversely affects the success of development projects (Netswera & Nealer, 2020:6).

According to Netswera & Nealer (2020:6) municipalities should create customised participation strategies that reflect the specific socio-economic contexts of their communities. This could involve using localised communication methods, such as town hall gatherings, community radio shows, and mobile engagement tools to address participation obstacles in rural regions (Netswera & Nealer, 2020:6). Additionally, improved civic education initiatives can clarify the IDP process for residents, motivating them to engage more actively (Netswera & Nealer, 2020:6).

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2.25.4 Weaknesses in Monitoring and Evaluation (M&E)

Many municipalities, including rural ones, face significant shortcomings in monitoring and evaluation (M&E) of their Integrated Development Plans (IDPs). The lack of strong M&E systems makes it challenging to track development progress and assess impact (Ndou, 2023:17). For instance, Buffalo City Municipality has weak monitoring mechanisms, leading to inefficiencies in service delivery and mismanagement of funds (Ndou, 2023:17). Without effective M&E frameworks, municipalities cannot determine if their IDPs are achieving their goals, resulting in poor decision-making and wasted resources (Ndou, 2023:17).

Ndou (2023:18) recommends that municipalities develop strong monitoring and evaluation (M&E) systems with clear indicators, baseline data, and regular reports to assess the effectiveness of their development initiatives. These systems should include community feedback mechanisms, and increasing transparency and public access to results will enhance accountability and trust in local government (Ndou, 2023:18).

2.25.5 Stakeholder Collaboration and Multi-Level Governance

Numerous studies highlight the significance of stakeholder collaboration in the Integrated Development Plan (IDP) processes. Municipalities that involve external stakeholders, such as sector departments, non-governmental organisations, and private sector partners, tend to achieve more favourable development results (Croese, Oloko, Simon & Valencia, 2021:82). In regions where coordination between local governments and sector departments (like health, education, and transport) is lacking, particularly in some rural municipalities, the IDP process can become disjointed, leading to initiatives that do not align with wider national or provincial development objectives (Croese, Oloko, Simon & Valencia, 2021:82).

Enhancing intergovernmental relations and improving coordination among local municipalities and provincial/national departments is essential for adopting a more integrated approach to development (Croese, Oloko, Simon & Valencia, 2021:82). Multi-stakeholder platforms that include civil society organisations, private businesses, and communities should be used to ensure that Integrated Development Plans (IDPs) are thorough and inclusive.

2.26 CHAPTER SUMMARY

The chapter provided the theoretical framework of the research study. The theoretical framework assists the researcher in explaining the theories chosen to better situate the study within the ambit of relevant literature. The study adopted the Humanistic Paradigm. The Humanistic Paradigm was

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discussed as a participatory approach to service delivery, looking at how humans need to be prioritised in all basic service delivery projects and initiatives. This chapter also provided an overview of integrated development planning (IDP) and developmental local government (DLG). Fundamentally, it was argued that local government, as the closest sphere of government to the people, is perceived to have the potential to promote a developmental state. Furthermore, the chapter has attempted to explore the importance of the IDP. Literature on the character and nature of the developmental state was assessed, and it was discovered that local government is a critical component in establishing a developmental state. The different phases and processes followed in the preparation of the IDP at the municipality is also highlighted.

This chapter explored the developmental local government praxis and the state of public administration theoretical discourse in South Africa, local governments as a sphere of government, developmental local government praxis, characteristics of developmental local government, state of developmental local government, developmental duties and outcomes of local government mechanisms for municipalities to ensure they are developmental and challenges facing developmental local government. Furthermore, legislative frameworks on developmental local government were discussed. There is a series of legislation which aims to empower local government to fulfil its constitutional objects, namely: *Constitution of the Republic of South Africa 1996, the Local Government Transition (Second Amendment) 1996 (97 of 1996), the White Paper on Local Government, 1998, the Local Government: Municipal Systems Act, 2000 (32 of 2000), Municipal Finance Management Act, 2003 (Act No. 56 of 2003) and Reconstruction and Development Programme (1994).*

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CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter three presented the research methodologies and study design. The researcher chose a suitable design, and methods based on the research variables aimed at evaluating the effectiveness of developmental local government (DLG) in fostering Integrated Development Planning (IDP) within the Collins Chabane Local Municipality. This chapter covered the research paradigm, design approaches, methods, the study area, the population of interest, sampling techniques and size, data collection processes, data analysis, and ethical considerations.

3.2 RESEARCH PARADIGM

As noted by Vosloo (2019:301), a paradigm is a fundamental belief system that directs actions, serving an important function in the social sciences and can be understood as a comprehensive way of thinking and scientific approach. Glinka and Hensel (2018:18) suggest that the research paradigm provides the structure within which the theories and practices of a discipline align to formulate the research plan. For this study, the pragmatic paradigm was adopted as it incorporates the use of mixed methods.

3.2.1 Pragmatic research paradigm

Khatri (2020:25) describes pragmatism as a deconstructive paradigm that promotes the use of mixed methods in research. In this study, the pragmatic paradigm provided the flexibility to select suitable research methods from a diverse array of qualitative and quantitative approaches. It also facilitated the use of various data sources and knowledge to address research questions. This was due to the paradigm's encouragement for the researcher to apply different methods across various frameworks to highlight shared perspectives and foster collaborative efforts in assessing the effectiveness of developmental local government (DLG) in advancing Integrated Development Planning (IDP) within the Collins Chabane Local Municipality.

3.3 RESEARCH DESIGN

Rahman (2017:74) clearly defines research design as the intentional framework of research methods and techniques selected by a researcher to execute a study. It serves as a definitive plan, structure, and strategy for investigation aimed at answering research questions and solving

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problems, as emphasised by Nickols (2016:56). In this study, the researcher rigorously implemented both a descriptive research design and a correlational research design. These designs were not only practical but also essential, as the researcher actively observed and engaged with participants to effectively gather information on the impact of DLG in promoting IDP within the Collins Chabane Local Municipality.

3.3.1 Descriptive research design

Rahman (2017:201) characterises descriptive research design as focused exclusively on detailing the situation or case being examined in the study. This approach is a theory-driven method that involves the collection, analysis, and presentation of gathered data. In this study, the descriptive research design was employed due to its ability to incorporate various data collection methods, including case studies, observations, and surveys.

3.4 RESEARCH METHODS

Akhtar (2016:52) defines research method as a set of practical decisions concerning what data to collect, who to collect it from, how to gather it, and how to analyse it. Research methodology refers to the approach the researcher takes to answer research questions (Creswell and Clark, 2017:18). In this study, a mixed-methods approach was applied, specifically using parallel convergent mixed methods. This approach was chosen because it facilitates the integration of both qualitative and quantitative data, leading to a more comprehensive understanding of the research topic. The study incorporated both quantitative and qualitative research methods.

3.4.1 Mixed Method Research

Creswell (2014:22) describes mixed-method research as a process that involves collecting, analysing, and "mixing" both quantitative and qualitative data within a single study to gain insight into a research problem. Likewise, Creswell and Clark (2017:61) define mixed methodology as an approach in which researchers gather and analyse data using both quantitative and qualitative methods in one study. In this research, a mixed-method approach was used because it allowed for the collection and integration of diverse data sources to address complex issues, enabling researchers to examine the problem from various perspectives and research frameworks. This approach also facilitated the purposeful consolidation of data, offering a broader understanding of the study.

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3.4.1.1 Quantitative Research Method

Creswell (2014:146) characterises the quantitative research method as straightforward and potent, allowing researchers to better comprehend the nature of data and their interrelations. Goertzen (2017:9) adds that this method improves the relevance of the collected information to the research questions and enhances reliability. In this study, the researcher opted for a quantitative approach as it offered greater clarity and differentiation between the designs and data collection methods, simplifying the research process.

3.4.1.2 Qualitative Research Method

Goertzen (2017:12) notes that qualitative data is present in our everyday lives, manifesting in sources like the newspapers we read, the television programs we watch, workplace memos we receive, and text messages we send on our mobile phones. Creswell and Clark (2017:72) describe the qualitative research method as descriptive because it involves researchers actively engaging with participants through direct observation and interviews, instead of relying on surveys or questionnaires for data collection. In this study, the researcher used qualitative research methods due to their flexibility, which fosters innovation and enables closer interaction with respondents through personal observations and interviews. This approach allowed the researcher to gain deeper insights into the institution being studied by interpreting the respondents' expressions and body language.

3.5 STUDY AREA

Yadav (2022:42) defines the study area as the particular geographical or conceptual focus of a research project. It outlines the parameters within which the research will take place and the extent of the investigation. In this case, the research was conducted in the Collins Chabane Local Municipality, located within the Vhembe District Municipality of Limpopo Province, South Africa. The researcher selected Collins Chabane Local Municipality as the study area due to the absence of similar studies examining the effectiveness of DLG in advancing IDP within that municipality. Below is a map of the Vhembe District Municipality indicating the location of Collins Chabane Local Municipality:

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Figure 3.1: Collins Chabane Local Municipality Area

(Source: Municipal Demarcation Board (MDB) review, 2021).

3.6 POPULATION OF THE STUDY

Shukla (2020:55) explains that a population refers to the complete set of units that display a particular characteristic under investigation and from which research results can be generalised. It is identified as a group of individuals of the same species that live and breed in a specific area. Members of a population typically share resources, face similar environmental challenges, and rely on one another's presence for long-term survival (Khatri, 2020:92). In this study, the population consisted of municipal manager, integrated development plan officials, executive committee, council members, manager of communication, section committees, local economic development officials, community development workers, and administrative governance from the Collins Chabane Local Municipality. According to the Stats SA (2022), the total population in the Collins Chabane Local Municipality area was 347,975 individuals.

3.7 SAMPLING

Taherdoost (2016:137) describes sampling as a process in statistical analysis where researchers select a specific number of observations from a larger population. This method enables the study of a large group using a smaller subset, saving time compared to contacting the entire population. In this study, the sample included the municipal manager, integrated development plan officials, executive committee members, council members, the manager of communication, section

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committee members, local economic development officials, community development workers, and administrative governance representatives.

3.7.1 Sampling method

The study employed a probability sampling method to choose the respondents. Probability sampling involves selecting a sample from a population based on randomisation, ensuring that selection is done by chance (Crossman, 2020:53). This approach is used because it helps create a sample that accurately represents the broader population of interest. The researcher opted for simple random sampling to select participants.

Taherdoost (2016:176) defines simple random sampling as a randomly chosen subset of the population, where each member has an equal opportunity to be selected. Similarly, Sekaran and Bougie (2016:156) describe it as a type of probability sampling in which a subset of participants is randomly chosen from the population, giving every individual an equal chance of selection. This method is favoured for its randomisation, which enhances the internal and external validity of the research and reduces the likelihood of biases such as sampling and selection bias.

3.7.2 Sampling size

Crossman (2020:22) defines sample size as a subgroup of the population that the researcher focuses on. It involves selecting a few sample units from the overall study population. In this research, the sample size consisted of 110 respondents, categorised as follows: 1 municipal manager, 20 integrated development plan officials, 9 members of the executive committee, 40 council members, 1 manager of communication, 14 section committee members, 10 community development workers, and 5 representatives from administrative governance.

3.8 DATA COLLECTION

Barrett and Twycross (2018:12) define data collection as the systematic process of gathering and measuring information on relevant variables to answer research questions, test hypotheses, and assess outcomes. Nassaji (2020:61) adds that data collection occurs after the researcher has defined the research problem, designed the study, created research instruments, and selected the sample. In this study, data were collected using research questionnaires and interviews.

3.8.1 Questionnaire

Taherdoost (2016b:153) defines a questionnaire as a document containing questions designed to gather information suitable for analysis. According to Nassaji (2020:87), a structured questionnaire is made up of open-ended statements that aim to elicit clear replies and facilitate

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statistical descriptions, relationships, and analysis. These structured questionnaires are used to collect data from respondents due to their ability to yield more accurate information and a higher response rate. The researcher arranged appointments before gathering data, distributing questionnaires to 110 respondents to ensure all participants specified in the study were reached. The questionnaire featured five Likert scale options: strongly agree, agree, not sure, disagree, and strongly disagree.

3.8.2 Interview

Vosloo (2019:315) describes an open-ended interview as a structured format where the researcher employs a set of clearly phrased, predetermined questions, which are typically short and often closed-ended, requiring specific answers from a list of options provided either verbally or in writing. An interview serves as a tool for data collection by posing questions and recording or filming the responses. In this study, the researcher opted for open-ended interviews because they were straightforward to conduct, allowing for the same questions to be asked of all participants (Karim, 2014:04). Open-ended questions were chosen as they encouraged dialogue and helped participants feel more comfortable. The researcher scheduled face-to-face appointments for the interviews.

3.9 DATA ANALYSIS

Braun and Clarke (2019:129) define data analysis as the process of reviewing, filtering, modifying, and modelling data to address issues. This analysis helps identify what is effective and what is not, enabling necessary adjustments to meet business objectives. In this study, two methods of data analysis were used: quantitative and qualitative research methods. Descriptive statistics and thematic analysis were used to analyse the data.

3.9.1 Descriptive statistical analysis

Ritchie, Lewis, Nicholls, and Ormston (2013:63) describe statistical analysis as the process of gathering and examining large amounts of data to uncover trends and generate valuable insights. The primary purpose of statistical analysis is that, while studying an entire target population may be impractical, examining a smaller sample is often feasible. The data collected was analysed using the International Business Machines: Statistical Product and Service Solutions (IBM: SPSS) version 29.0 through descriptive statistics. The findings were presented in tables and graphs, followed by a synthesis of the information.

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3.9.2 Thematic analysis

Braun and Clarke (2019:145) characterise thematic analysis as the examination of patterns to reveal meaning. It involves analysing the patterns and themes within a data set to uncover underlying significance. The primary rationale for using thematic analysis is its effectiveness in research aimed at understanding people's views, opinions, knowledge, experiences, or values from qualitative data. The software Atlas.ti was employed to analyse data gathered through research interviews. Thematic analysis was used, being one of the most prevalent forms of analysis in qualitative research. The qualitative data was presented in a narrative format according to the steps outlined by Braun and Clarke (2019:145), which include: planning for data recording, data collection and preliminary analysis, managing and organising data, reading and writing memos, generating categories, themes, and patterns, coding the data, testing emerging insights, exploring alternative explanations, and representing and visualising findings.

3.10 ETHICAL CONSIDERATIONS

Trochim (2023:03) describes ethics as a branch of philosophy that focuses on the standards of human behaviour, differentiating it from formal sciences like Mathematics and Logic, as well as empirical sciences such as Chemistry and Physics. The World Health Organisation (2023:66) states that ethics in research involves conducting studies in a manner that positively benefits the participants without causing harm. The researcher adhered to the following ethical guidelines during the study.

3.10.1 Permission to conduct the study

For this study, the researcher secured permission to conduct research from the University of Venda (Ethical Clearance Certificate) as well as from the Collins Chabane Local Municipality. The relevant letters are included as "Annexures" in the main dissertation.

3.10.2 Informed consent

Akaranga and Makau (2016:07) define informed consent as the point at which a respondent decides to participate in the study after understanding its benefits and risks. Following discussions with the respondents, the researcher provided them with a consent letter to review and sign, indicating their willingness to participate in the research.

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3.10.3 Confidentiality and Anonymity

Trochim (2023:57) describes confidentiality as the duty of individuals and institutions to appropriately manage information disclosed to them. The researcher ensured that participants' names would not be used, or identifiable information shared.

Akaranga and Makau (2016:06) define anonymity as keeping respondents' ethnic or cultural backgrounds secret and avoiding the use of names or sensitive information. The researcher promised to protect respondents' confidential information and used codes to replace names of participants, organisations, or locations. Confidentiality and anonymity in this study meant safeguarding sensitive information and preserving respondents' identities while collecting data.

3.10.4 Voluntary Participation

Quenneville and Gardy (2022:44) assert that participation in research must be voluntary, with no one being compelled to take part. Akaranga and Makau (2016:88) emphasise that researchers must secure informed voluntary consent from participants before the study. Respondents were provided with all pertinent information about the research, and the researcher ensured they understood the purpose and benefits of their participation. In this study, voluntary participation meant that respondents had the freedom to choose, decline, or withdraw from the research at any point.

3.10.5 No harm to the participants

Bhandari (2022:59) states that researchers must ensure that respondents are not harmed, regardless of their voluntary participation. Quenneville and Gardy (2022:66) further explain that in social research, this often involves avoiding the disclosure of information that could embarrass participants or jeopardise their home life, friendships, and employment. Psychological harm can occur during a study, and researchers must identify and mitigate such risks. Respondents were often asked to disclose behaviours or attitudes that might be viewed negatively, as well as sensitive personal information like low incomes or reliance on welfare benefits, which could make them feel uncomfortable. In this study, participants were not subjected to any physical danger, embarrassment, or humiliation.

3.10.6 Deception of information

Nassaji (2020:32) points out that it is unethical for researchers to deceive participants during a study in social research. Trochim (2023:108) describes deception as the act of providing false information to research participants about specific aspects of the study. Bhandari (2022:149)

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explains that deception occurs when a researcher conceals information and the true nature of the study from participants to avoid influencing their natural behaviour. In this study, the researcher did not fully disclose the truth to participants and withheld certain information from respondents.

3.11 SUMMARY

This section outlined the research methodologies and study design. The research paradigm served as the framework that aligned the theories and practices within the discipline to formulate the research plan. A pragmatic paradigm was adopted, using mixed methods. The study implemented both descriptive and correlational research designs, facilitating the integration of qualitative and quantitative data for a thorough understanding of the research topic. The researcher selected Collins Chabane Local Municipality as the study area due to the lack of similar research on the effectiveness of DLG in promoting IDP in that region. The study population included municipal officials, the management team, the executive committee, and councillors of Collins Chabane Local Municipality. Sampling aimed to save time, as reaching out to every individual in a population can be time-consuming. The study employed research questionnaires and interviews for data collection, and descriptive statistics along with thematic analysis were used for data analysis. Ethical considerations were also taken into account in this study.

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CHAPTER 4

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 INTRODUCTION

The previous chapter outlined the procedures and methods used for collecting both quantitative and qualitative data. In this chapter, the focus shifts to presenting, analysing, and interpreting the findings from the collected data. The collected data has to do with the efficacy of developmental local government in promoting integrated development planning: the case of Collins Chabane Local Municipality. Through quantitative and qualitative methods, the researcher applied the use of questionnaires and interviews to collect data. Responses to the questionnaire are presented in a graphical tabular form and followed by a brief explanation of the findings. On the other side, responses to the interview schedules are presented in a narrative form and are followed by a brief interpretation of the findings.

4.2 PRESENTATION, INTERPRETATION AND ANALYSIS OF THE DATA COLLECTED THROUGH THE QUESTIONNAIRE

This section presents, interprets, and analyses the data collected through questionnaires and consists of two sub-sections: namely, sections A and B. In the first sub-section A, the study presents the biographical details of the respondents. In the second sub-section B, the researcher presents the data, which was developed from the questionnaire items distributed to and collected from the respondents by the researcher. A sample of 110 respondents was targeted and a 100% response was attained. Respondents took longer than expected. However, the researcher had to be patient until all the questionnaires were returned. The researcher used a graphical tabular format, frequencies, and percentages to present the data. Each table is followed by a brief discussion of the findings.

4.2.1 Section A: Biographical details of the respondents

Section A comprises questions that seek to establish biographical information of respondents. This information is critical to determine the kind of respondents in terms of their gender, age, category, and qualification. The information in this sub-section is presented in a graphical tabular form and followed by a brief explanation of the findings.

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Table 4.1: Gender of the respondents

	Response	Frequency	Percentage
1	Male	63	57.3%
2	Female	47	42.7%
	Total	**110**	**100%**

The table above indicates the respondent's biographical data in terms of gender. From the 110 respondents who took part in this study, 63 (57.3%) were males, while 47 (42.7%) were females. In this study, males constituted the highest percentage compared to the female participants. The selected respondents completed the questionnaires and interview schedule.

Table 4.2: Age of the respondents

	Response	Frequency	Percentage
1	Less than 21 years	05	4.5%
2	22 to 30 years	39	35.5%
3	31 to 40 years	32	29%
4	41 to 50 years	23	21%
5	51 years and older	11	10%
	Total	**110**	**100%**

Table 4.2 presents the age of the respondents wherein the data shows that, the majority, at 39 (35.5%) were aged 22 to 30 years. As shown in the above table, 32 (29%) were aged 31 to 40 years and 23 (21%) were aged 41 to 50 years. The table further indicates that 11 (10%) of the respondents were aged 51 years and above, hence, 5 (4.5%) respondents were less than 21 years. The conclusion can be made in this study that the participation of the middle-aged and old respondents was lower compared to the participation of the youth. The reason could be that young people are more eager to participate and understand the purpose of this study.

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Table 4.3: Category of respondents

	Response	Frequency	Percentage
1	Municipal Manager	01	1%
2	Integrated Development Plan officials	20	18%
3	Executive Committee	09	8%
4	Council members	40	36%
5	Manager of Communication	01	1%
6	Section committees	14	13%
7	Local Economic Development officials	10	9%
8	Community Development Workers	10	9%
09	Administrative Governance	05	5%
	Total	**110**	**100%**

Table 4.3 indicates the category of the respondents who took part in this study, by providing information through the questionnaire items. From the 110 respondents, the majority at 36 (36%) were Council members. This was because the study was focused on the efficacy of developmental local government in promoting IDP. The data also indicates that within the targeted number of the respondents, 01 (0.8%) was a Municipal Manager, 20 (18%) of the respondents were the Integrated Development Plan officials, 09 (8%) were Executive Committee, 01 (0.8%) was a Manager of Communication, 14 (13%) were Section Committees, 10 (9%) of the respondents were the Local Economic Development officials, 10 (9%) Community Development Workers, and lastly 05 (5%) were Administrative Governance.

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Table 4.4: Qualification of respondents

	Response	Frequency	Percentage
1	Grade 12 and below	45	41%
2	Bachelor's Degree/ National Diploma	48	43.6%
3	Honours degree/B-Tech	10	9%
4	Master's degree/M-Tech	04	3.6%
5	Doctoral Degree/D-Tech	03	2.7%
	Total	**110**	**100%**

Table 4.4 shows the qualification of the respondents, wherein the majority at 48 (43.6%) of the respondents are holders of a bachelor's degree or a national diploma. Forty-five (41%) were holders of the National Senior Certificate (NSC) and lower. Ten 10 (9%) had an Honours degree or a B. Tech degree. Four (3.6%) hold a Master's degree and three (2.7%) have a Doctoral degree. Therefore, a conclusion can be drawn that most of the Collins Chabane Local Municipality officials have grade 12 and a bachelor's degree or diploma as the highest level of education.

4.2.2 Section B: The institutional challenges towards IDP in promoting DLG in Collins Chabane Local Municipality

In this section, information is presented, analysed, and interpreted in a tabular format, which was developed from questionnaire items. The sub-section will be divided into four themes, which are the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, the efficacy of integrated development planning implementation in Collins Chabane Local Municipality and the strategies/ measures to improve developmental local government in Collins Chabane Local Municipality.

4.2.2.1 The efficacy of integrated development planning in promoting developmental local government in Collins Chabane Local Municipality

In this section, the researcher presents the data collected using a questionnaire from 110 respondents. The data is presented in tabular format with frequencies and percentages, followed by a brief synthesis.

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Table 4.5: The Municipality is effective in delivering basic services to the communities

	Response	Frequency	Percentage
1	Strongly agree	56	51%
2	Agree	44	40%
3	Not Sure	07	6.3%
4	Disagree	03	2.7%
5	Strongly Disagree	0	0%
	Total	**110**	**100%**

The data collected shows that the majority at 56 (51%) of respondents strongly agreed with the statement, while 44 (40%) agreed. This table also shows that 07 (6.3%) were not sure, while 03 (2.7%) disagreed with the statement. None of the respondents strongly disagreed with. A conclusion can be made that the majority of the respondents agreed with the statement that the Municipality is effective in delivering basic services to the communities. Community satisfaction surveys or suggestion platforms should be regularly established to quickly identify and respond to emerging needs. Furthermore, the Municipality could compare its performance with other municipalities to adopt best practices and enhance service delivery.

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Table 4.6: The IDP provides a standard to set and track goals, as well as to evaluate efforts to reduce poverty

	Response	Frequency	Percentage
1	Strongly agree	53	48.2%
2	Agree	51	46.4%
3	Not Sure	03	2.7%
4	Disagree	01	0.9%
5	Strongly Disagree	02	1.8%
	Total	**110**	**100%**

Table 4.6 presents the data on the statement that says the IDP provides a standard to set and track goals, as well as to evaluate efforts to reduce poverty. The data shows that the majority at 53 (48.2%) of the respondents strongly agreed, while on the other hand, 41 (46.4%) respondents agreed with the statement. Three (2.7%) of the respondents were not sure, while 01 (0.9%) disagreed. Lastly, 02 (1.8%) of the respondents strongly disagreed with the statement. It can be concluded that 53 (48.2%) of the respondents strongly agreed that the IDP provides a standard to set and track goals, as well as to evaluate efforts to reduce poverty. This shows that the Municipality enhances awareness of the IDP among stakeholders through workshops, public forums, and accessible reporting tools that highlight progress. Increasing transparency and community engagement will better align municipal planning with community expectations.

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Table 4.7: The IDP would not be able to thrive and deliver services in the municipality that is embattled by financial constraints

	Response	Frequency	Percentage
1	Strongly agree	26	23.6%
2	Agree	28	25.5%
3	Not Sure	30	27.3%
4	Disagree	15	13.6%
5	Strongly Disagree	11	10%
	Total	**110**	**100%**

Table 4.7 presents the data collected from the statement that IDP would not be able to thrive and deliver services in a municipality that is embattled by financial constraints. The data indicates that the majority at 30 (27.3%) of the respondents were not sure, twenty-eight (25.5%) of the respondents agreed, while 26 (23.6%) strongly agreed with the statement. Furthermore, 15 (13.6%) respondents disagreed, while 11 (10%) strongly disagreed with the statement. It can be concluded that the majority, 30 (27.3%) of the respondents, were not sure that the IDP would be able to thrive and deliver services in a municipality that is embattled by financial constraints. It shows that the Municipality should improve its financial planning and resource mobilisation by seeking partnerships, grants, and alternative funding for IDP initiatives from the National and Provincial Government, International Agencies, and the Private Sector, even in tough financial times. Better communication and transparency about municipal finances reduce uncertainty and build trust in the IDP process.

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Table 4.8: External stakeholders support the Municipality to the development and implementation of IDP

	Response	Frequency	Percentage
1	Strongly agree	22	20%
2	Agree	33	30%
3	Not Sure	22	20%
4	Disagree	17	15.5%
5	Strongly Disagree	16	14.5%
	Total	**110**	**100%**

Table 4.8 above indicates that the majority at 33 (30%) of the respondents agreed that external stakeholders support the Municipality to the development and implementation of IDP, 22 (20%) strongly agreed, 22 (20%) were not sure, while 17 (15.5%) disagreed and 16 (14.5%) strongly disagreed. Most of the respondents agreed that external stakeholders support the Municipality in the development and implementation of the IDP. This can be seen through the large number of respondents supporting the statement however, there are still concerns and uncertainty around the adequacy and effectiveness of this support. In conclusion, this indicates areas where the Municipality may need to strengthen its engagement with external stakeholders to improve the IDP development and Implementation process.

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Table 4.9: Service delivery can be improved in municipal areas when the IDP is well comprehended and understood by all the employees of the Municipality

	Response	Frequency	Percentage
1	Strongly agree	39	35.5%
2	Agree	28	25.5%
3	Not Sure	24	22%
4	Disagree	8	7%
5	Strongly Disagree	11	10%
	Total	**110**	**100%**

Table 4.9 indicates that the majority at 39 (35.5%) of the respondents strongly agreed that service delivery can be improved in municipal areas when the IDP is well comprehended and understood by all the employees of the municipality, and 28 (25.5%) agreed. Furthermore, 24 (22%) were not sure, 08 (7%) disagreed, and 11 (10%) strongly disagreed with the statement. Therefore, a conclusion can be drawn that there is broad support for the idea that improving employees' understanding of the integrated development planning (IDP) could enhance municipal service delivery. This indicates that the Municipality focuses on capacity-building initiatives to enhance employees' understanding of the Integrated Development Plan (IDP) through regular training workshops, orientation for new staff, and internal communication that highlights the IDP's goals and significance.

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Table 4.10: Effective community participation ensures that the IDP reflects the real needs and priorities of the people

	Response	Frequency	Percentage
1	Strongly agree	47	42.73%
2	Agree	54	49.09%
3	Not Sure	3	2.73%
4	Disagree	4	3.64%
5	Strongly Disagree	2	1.82%
	Total	**110**	**100%**

Table 4.10 indicates that the majority at 54 (49.09%) agreed that effective community participation ensures that the IDP reflects the real needs and priorities of the people, 47 (42.73%) of the respondents strongly agreed, 03 (2.73%) of the respondents were not sure, 04 (3.64%) disagreed while 02 (1.82%) strongly disagreed. A conclusion can be made that most of the respondents agreed that effective community participation ensures that the IDP reflects the real needs and priorities of the people. This implies that community participation plays a crucial role in shaping the IDP in a way that accurately reflects the community's needs.

4.2.2.2 The institutional challenges towards IDP in promoting developmental local government in Collins Chabane Local Municipality

This section seeks to describe the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality. Information provided in this sub-section is presented in tabular form, followed by a brief interpretation.

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Table 4.11: The Municipality has a higher rate of youth unemployment

	Response	Frequency	Percentage
1	Strongly agree	41	37.27%
2	Agree	32	29.09%
3	Not Sure	21	19.09%
4	Disagree	09	8.18%
5	Strongly Disagree	07	6.36%
	Total	**110**	**100%**

Table 4.11 indicates that the majority at 41 (37.27%) of the respondents, strongly agreed that the Municipality has a higher rate of youth unemployment, while on the other hand, 32 (29.09%) of the respondents agreed, and twenty-one (19.09%) were not sure. It is clear in the above table that 09 (8.18%) disagreed. Hence, seven (6.36%) strongly disagreed with the statement. It can be concluded that most of the respondents agreed that the Municipality has a higher rate of youth unemployment. The Municipality should implement strategies to tackle youth unemployment through skills training, entrepreneurship support, and public-private partnerships for job placements. This shows that the youth in Collins Chabane Local Municipality are not permanently employed and rely on informal work such as selling goods like fruits, snacks, clothing, or household items.

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Table 4.12: The Municipality is well capacitated with personnel who have adequate knowledge about IDP implementation

	Response	Frequency	Percentage
1	Strongly agree	15	14%
2	Agree	30	27%
3	Not Sure	20	18%
4	Disagree	24	22%
5	Strongly Disagree	21	19%
	Total	**110**	**100%**

The data presented in Table 4.12 were collected on the statement that the Municipality is well capacitated with personnel who have adequate knowledge about IDP implementation. The data indicates that the majority at 30 (27%) of the respondents agreed, while 15 (14%) strongly agreed. Twenty (18%) were not sure. On the other hand, 24 (22%) disagreed, while 21 (19%) strongly disagreed with the statement. From the data above, it can be concluded that most of the respondents agreed that the Municipality is well capacitated with personnel who have adequate knowledge about IDP implementation. This shows that the Municipality has areas where it is performing well but also has substantial concerns to address.

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Table 4.13: Inadequate infrastructure often limits the ability to implement IDP initiatives

	Response	Frequency	Percentage
1	Strongly agree	38	35%
2	Agree	44	40%
3	Not Sure	09	8%
4	Disagree	12	11%
5	Strongly Disagree	07	6%
	Total	**110**	**100%**

Table 4.14 indicates that the majority at 44 (40%) agreed that inadequate infrastructure often limits the ability to implement IDP initiatives, 38 (35%) strongly agreed, 09 (8%) were not sure, 12 (11%) disagreed, while 07 (6%) strongly disagreed. A conclusion can be made that the majority of the respondents agree that infrastructure is an important limitation in implementing IDP initiatives. This indicates that addressing infrastructure issues and raising awareness about the impact on development could be key to improving the effectiveness of IDP strategies.

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Table 4.14: Maladministration hinders the IDP implementation in the Municipality

	Response	Frequency	Percentage
1	Strongly agree	32	29.09%
2	Agree	57	51.82%
3	Not Sure	19	17.27%
4	Disagree	01	0.91%
5	Strongly Disagree	01	0.91%
	Total	**110**	**100%**

The above data indicates that the majority at 57 (51.82%) of the respondents agreed that maladministration hinders the IDP implementation in the Municipality, 32 (29.09%) of the respondents strongly agreed, 19 (17.27%) of the respondents were not sure, 01 (0.91%) disagreed and 01 (0.91%) strongly disagreed with the statement. Therefore, it can be concluded that the majority of the respondents agreed that maladministration hinders the IDP implementation in the Municipality. This indicates that maladministration significantly impedes the effective implementation of the Integrated Development Plan (IDP) within the Municipality.

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Table 4.15: Lack of clear accountability structures results in the mismanagement of resources and slow implementation of projects

	Response	Frequency	Percentage
1	Strongly agree	25	23%
2	Agree	46	42%
3	Not Sure	29	26%
4	Disagree	07	6%
5	Strongly Disagree	03	3%
	Total	**110**	**100%**

Table 4.16 indicates that the majority at 46 (42%) of the respondents agreed that lack of clear accountability structures results in the mismanagement of resources and slow implementation of projects, 29 (26%) of the respondents were not sure, 25 (23%) respondents strongly agreed, 07 (6%) of the respondents disagreed and 03 (3%) respondents strongly disagreed. It can be concluded that the majority of the respondents agreed with the statement that the lack of clear accountability structures can result in the mismanagement of resources and slow implementation of projects. This indicates that more clarity or examples are needed for people to understand how accountability directly impacts project outcomes.

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Table 4.16: Effective community participation is a cornerstone of successful IDP processes

	Response	Frequency	Percentage
1	Strongly agree	17	16%
2	Agree	49	45%
3	Not Sure	25	22%
4	Disagree	11	10%
5	Strongly Disagree	08	7%
	Total	**110**	**100%**

Based on the above information, the majority at 49 (45%) of the respondents agreed that effective community participation is a cornerstone of successful IDP processes, 17 (16%) of the respondents strongly agreed, 25 (22%) of the respondents were not sure, 11 (10%) of the respondents disagreed and 08 (7%) of the respondents strongly disagreed with the statement. Therefore, a conclusion can be made that most of the respondents agreed that effective community participation is a cornerstone of successful IDP processes. This indicates that community participation is essential to achieving effective and successful IDPs.

4.2.2.3 The effectiveness of integrated development planning implementation in Collins Chabane Local Municipality

This section presents the data collected through questionnaires on the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality. The data is presented in tabular form, and a brief interpretation of the findings follows.

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Table 4.17: The IDP needs to integrate all planning, budgeting, and administration activities in the Municipality

	Response	Frequency	Percentage
1	Strongly agree	35	32%
2	Agree	45	41%
3	Not Sure	12	11%
4	Disagree	8	7%
5	Strongly Disagree	10	9%
	Total	**110**	**100%**

Table 4.18 shows that the majority at 45 (41%) of the respondents agreed that the IDP needs to integrate all planning, budgeting, and administration activities in the Municipality, 35 (32%) strongly agreed, and 12 (11%) of the respondents were not sure. Eight (7%) of the respondents disagreed, and 10 (9%) of the respondents strongly disagreed with the statement. Most of the respondents agreed that the IDP needs to integrate all planning, budgeting, and administration activities in the Municipality. This indicates that the Municipality is encouraged to take a more unified approach towards IDP development by coordinating planning, budgeting, and administrative functions. This can improve collaboration, minimise redundant efforts, and optimise resource allocation, resulting in more efficient and effective delivery of services.

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Table 4.18: The successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the private sector

	Response	Frequency	Percentage
1	Strongly agree	43	39%
2	Agree	56	51%
3	Not Sure	07	6%
4	Disagree	04	4%
5	Strongly Disagree	0	0%
	Total	**110**	**100%**

Table 4.19 indicates that the majority at 56 (51%) of the respondents agreed that successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the private sector, 43 (39%) of the respondents strongly agreed, 07 (6%) of the respondents were not sure, 04 (4%) of the respondents disagreed. None of the respondents strongly disagreed with the statement. It can be concluded that the majority of the respondents agreed that the successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the private sector. This shows a strong agreement among respondents that achieving the economic recovery goals in the Integrated Development Plan (IDP) depends on the strategic involvement of the private sector, which is seen as a key driver of economic development.

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Table 4.19: Aligning IDPs with national and provincial development strategies helps to ensure coordinated and effective development planning across different levels of government

	Response	Frequency	Percentage
1	Strongly agree	60	55%
2	Agree	37	33%
3	Not Sure	09	8%
4	Disagree	01	1%
5	Strongly Disagree	03	3%
	Total	**110**	**100%**

Data collected on table 4.20 indicates that the majority at 60 (55%) of the respondents strongly agreed that aligning IDPs with national and provincial development strategies helps to ensure coordinated, and effective development planning across different levels of government, 37 (33%) of the respondents agreed with the statement, 09 (8%) of the respondents were not sure, while 01 (1%) disagreed. Three (3%) of the respondents strongly disagree with the statement. A conclusion can be made that the majority of respondents recognise the importance of coordination between national, provincial, and local government levels to ensure that development planning aligns with broader national and provincial strategies. This suggests that stakeholders recognise the importance of aligning local initiatives with national and provincial strategies to foster more consistent, efficient, and effective development results.

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Table 4.20: The IDP focuses on the combined growth and control of the municipality's area based on its responsibilities

	Response	Frequency	Percentage
1	Strongly agree	27	25%
2	Agree	69	62%
3	Not Sure	11	10%
4	Disagree	02	2%
5	Strongly Disagree	01	1%
	Total	**110**	**100%**

Regarding the statement that the IDP focuses on the combined growth and control of the municipality's area based on its responsibilities, the majority at 69 (62%) of the respondents agreed, 27 (25%) of the respondents strongly agreed, 11 (10%) of the respondents were not sure, 02 (2%) of the respondents disagreed and 01 (1%) strongly disagreed with the statement. One can conclude that the majority of the respondents agreed that the IDP focuses on the combined growth and control of the municipality's area based on its responsibilities. It can be concluded that the majority of respondents agree or strongly agree that the IDP should focus on both growth and control. This indicates a preference for a controlled and strategic approach to growth that promotes long-term stability, fairness, and sustainable resource use, rather than unrestricted expansion.

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Table 4.21: Appropriate implementation of the IDP in a municipal environment ensures acceleration of service delivery

	Response	Frequency	Percentage
1	Strongly agree	52	47%
2	Agree	27	25%
3	Not Sure	16	15%
4	Disagree	09	8%
5	Strongly Disagree	06	5%
	Total	**110**	**100%**

The data collected shows that the majority at 52 (47%) of respondents strongly agreed with the statement, and 27 (25%) of the respondents agreed. This table also shows that 16 (3.3%) of the respondents were not sure, while 04 (3.3%) of the respondents disagreed with the statement. None of the respondents strongly disagreed with the statement. A conclusion can be made that the majority of the respondents agreed that involving communities in basic service delivery has the potential to boost their livelihoods and foster development. This shows that involving communities in decision-making can improve their quality of life by making services more accessible and sustainable. This reflects a belief in participatory development, where community engagement strengthens local economies and social systems.

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Table 4.22: Prioritising infrastructure projects to address the community's most pressing needs would improve the success of IDP implementation

	Response	Frequency	Percentage
1	Strongly agree	71	65%
2	Agree	23	21%
3	Not Sure	07	6%
4	Disagree	05	5%
5	Strongly Disagree	04	3%
	Total	**110**	**100%**

Table 4.23 shows responses to the statement that prioritising infrastructure projects to address the community's most pressing needs would improve the success of IDP implementation. The data indicates that the majority at 71 (65%) of the respondents strongly agreed, while 23 (21%) agreed. Furthermore, 07 (6%) were not sure, and 05 (5%) of the respondents disagreed with the statement. Lastly, 04 (3%) of the respondents strongly disagreed with the statement. From the data above, it can be concluded that the majority at 71 (65%) of the respondents strongly agreed that prioritising infrastructure projects to address the community's most pressing needs would improve the success of IDP implementation. This indicates that tackling urgent infrastructure problems can directly and positively influence the overall success of the IDP, leading to better living conditions, promoting economic growth, and strengthening social stability.

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Table 4.23: The success of IDP implementation relies on the local municipality's capacity to manage and execute plans

	Response	Frequency	Percentage
1	Strongly agree	32	29%
2	Agree	52	47%
3	Not Sure	18	16%
4	Disagree	06	6%
5	Strongly Disagree	02	2%
	Total	**110**	**100%**

Table 4.24 shows responses to the statement that the success of IDP implementation relies on the local municipality's capacity to manage and execute plans. The data indicates that the majority at 52 (47%) of the respondents agreed, while 32 (29%) strongly agreed. On the other hand, 18 (16%) of the respondents were not sure, six (6%) of the respondents disagreed, and 02 (2%) of the respondents strongly disagreed. From the data above, it can be concluded that the majority at 52 (47%) of the respondents agreed that the success of IDP implementation relies on the local municipality's capacity to manage and execute plans. This indicates that the Municipality has a good to excellent capacity to implement the IDP, and the Municipality might be effectively managing plans and projects.

4.2.2.4 The strategies/ measures to improve the efficacy of IDP in promoting developmental local government implementation in Collins Chabane Local Municipality

This section presents the data collected through a questionnaire on strategies/ measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality. The data is presented in tabular form, and a brief interpretation of the findings will follow.

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Table 4.24: Employment creation through public employment programs can create many jobs for unemployed youth

	Response	Frequency	Percentage
1	Strongly agree	34	31%
2	Agree	57	52%
3	Not Sure	11	10%
4	Disagree	06	5%
5	Strongly Disagree	02	2%
	Total	**110**	**100%**

The data presented in Table 4.25 indicates that the majority at 57 (52%) of the respondents agreed with the statement, 34 (31%) of the respondents strongly agreed, 11 (10%) of the respondents were not sure, 06 (5%) of the respondents disagreed and 02 (2%) of the respondents strongly disagreed with the statement. The data indicates that the majority of the respondents agreed that employment creation through public employment programs can create many jobs for unemployed youth. This shows that people see public employment initiatives as a viable solution to youth unemployment, potentially boosting economic empowerment and reducing social inequality.

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Table 4.25: Community members' inputs are considered by the Municipality in all IDP decision-making

	Response	Frequency	Percentage
1	Strongly agree	24	22%
2	Agree	64	58%
3	Not Sure	13	12%
4	Disagree	06	5%
5	Strongly Disagree	03	3%
	Total	**110**	**100%**

Regarding the above statement, which states that community members' inputs are considered by the Municipality in all IDP decision-making, the researcher found that the majority at 64 (58%) of the respondents agreed, 24 (22%) of the respondents strongly agreed, 13 (12%) of the respondents were not sure, 06 (5%) of the respondents disagreed and 03 (3%) of the respondents strongly disagreed. One can conclude that most of the respondents agreed that community members' inputs are considered by the Municipality in all IDP decision-making. This indicates that most respondents believe the municipality is actively involving the community in decision-making processes, especially regarding issues that impact their lives. This shows that the Municipality is striving to be inclusive and participatory, appreciating the input and concerns of residents.

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Table 4.26: The Municipality involves communities in every stage of the IDP process

	Response	Frequency	Percentage
1	Strongly agree	32	29.09%
2	Agree	47	42.73%
3	Not Sure	22	20%
4	Disagree	07	6.36%
5	Strongly Disagree	02	1.82%
	Total	**110**	**100%**

Table 4.27 above shows that the majority at 47 (42.73%) of the respondents agreed that the Municipality involve communities in every stage of the IDP process, 32 (29.09%) respondents strongly agreed, 22 (20%) of the respondents were not sure, 07 (6.36%) of the respondents disagreed and 02 (1.82%) of the respondents strongly disagreed. It can be concluded that many of the respondents agreed that the municipality involves communities in every stage of the IDP process. This indicates that the Municipality is dedicated to a participatory approach, taking into account the needs, concerns, and viewpoints of the community at all stages. Such engagement could promote a sense of ownership and accountability among residents, resulting in more effective and responsive development plans.

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Table 4.27: The Municipality had developed and implemented programs within the IDP, which aimed at reducing poverty, promoting social welfare, and providing access to quality education

	Response	Frequency	Percentage
1	Strongly agree	34	31%
2	Agree	52	47%
3	Not Sure	11	10%
4	Disagree	09	8%
5	Strongly Disagree	04	4%
	Total	**110**	**100%**

According to the above information, the majority at 52 (47%) of the respondents agreed that the Municipality had developed and implemented programs within the IDP, which aimed at reducing poverty, promoting social welfare and providing access to quality education, 34 (31%) of the respondents strongly agreed, 11 (10%) of the respondents were not sure, 09 (8%) of the respondents disagreed and 04 (4%) of the respondents strongly disagreed. The conclusion can be drawn that most of the respondents agreed that the Municipality had developed and implemented programs within the IDP, which aimed at reducing poverty, promoting social welfare, and providing access to quality education. It is advised that the Municipality regularly assesses and evaluates the effectiveness of these initiatives. This shows that although the programs are viewed favourably, there is a desire for ongoing improvement, adaptation, and accountability to enhance their impact.

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Table 4.28: The Municipality should have a clear channel of communication with community members to lodge complaints

	Response	Frequency	Percentage
1	Strongly agree	25	23%
2	Agree	49	45%
3	Not Sure	20	18%
4	Disagree	12	11%
5	Strongly Disagree	04	3%
	Total	**110**	**100%**

Table 4.29 indicates that the majority at 49 (45%) of the respondents agreed, 25 (23%) of the respondents strongly agreed, 20 (18%) of the respondents were not sure, 12 (11%) of the respondents disagreed and 04 (3%) of the respondents strongly disagreed. A conclusion can be made that most of the respondents agreed that the Municipality must have a clear channel of communication with community members to lodge complaints. This indicates that individuals seek a clear and dependable method for submitting complaints, which can facilitate prompt and effective resolutions. Additionally, it shows a wider aspiration for the municipality to be responsible and to nurture a positive connection with the community, building trust and guaranteeing that the needs of residents are met efficiently.

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Table 4.29: The Municipality invests in ongoing training and development for municipal personnel to improve their skills, knowledge, and performance

	Response	Frequency	Percentage
1	Strongly agree	25	23%
2	Agree	35	32%
3	Not Sure	24	22%
4	Disagree	18	16%
5	Strongly Disagree	08	07%
	Total	**110**	**100%**

The data shows that the majority at 35 (32%) of the respondents agreed that the Municipality invests in ongoing training and development for municipal personnel to improve their skills, knowledge and performance, 25 (23%) respondents strongly agreed, 24 (22%) of the respondents were not sure, 18 (16%) of the respondents disagreed and 08 (7%) of the respondents strongly disagreed. The statistics show that most of the respondents agreed that the municipality invests in ongoing training and development for municipal personnel to improve their skills, knowledge, and performance. This suggests that conducting regular evaluations of training results and gathering feedback from employees helps to refine the programs and promote ongoing improvements in performance, efficiency, and quality of service.

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4.3 AN ANALYSIS OF THE DATA COLLECTED THROUGH THE INTERVIEW

This section presents the data that was collected through the interview schedule. The section aims to present responses to the research questions that emanated from the research objectives, which are to determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, to explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, to assess the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality and to recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality. The data is presented in narrative form, followed by a brief synthesis.

4.3.1 Question 1: What is the efficacy of developmental Local Government (DLG) in promoting integrated development planning in Collins Chabane Local Municipality (CCLM)?

The first question sought to find out the efficacy of developmental Local Government (DLG) in promoting integrated development planning in Collins Chabane Local Municipality (CCLM). In this question, participants mentioned the efficacy of developmental Local Government (DLG) in promoting integrated development planning. The way that participants expressed their views is presented below:

Participant A:

In addressing the first question, Participant A notes that the DLG framework in Collins Chabane Local Municipality (CCLM) has effectively encouraged community engagement, enabling residents to take part in planning and ensuring that development priorities align with their genuine needs.

Participant B:

In response to the first question, Participant B indicates that the DLG framework encourages community participation, however, the Municipality faces difficulties in translating this input into actionable results due to a deficiency in technical expertise, which impacts the execution of IDP initiatives.

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Participant C:

Participant C states that the DLG's emphasis on integration has improved intergovernmental collaboration, allowing the Collins Chabane Local Municipality to work more effectively with provincial and national authorities on significant development projects, especially in infrastructure.

Participant D:

Participant D points out that a major obstacle for the Collins Chabane Local Municipality in promoting the IDP through DLG is the limited funding available. Even with an established planning framework, the Municipality finds it challenging to gather the resources needed for large infrastructure and social service initiatives, which undermines the IDP's effectiveness.

Participant E:

Participant E asserts that the DLG approach in the Collins Chabane Local Municipality has yielded positive results by integrating multiple sectors, including education, healthcare, and infrastructure into the planning process.

Participant F:

Participant F highlights that community engagement is crucial to the DLG framework in the Collins Chabane Local Municipality, noting the encouraging rise in participation from marginalised groups.

Participant G:

Participant G emphasises that financial limitations continue to impact the IDP's effectiveness, as the municipality struggles to obtain sufficient funding for execution, resulting in numerous stalled projects that impede the Municipality's development objectives.

Participant H:

Participant H observes that while the monitoring and evaluation systems for the IDP in the municipality have seen improvements, there remains significant potential for further enhancement. The current framework lacks the strength to adequately track project outcomes, making it difficult to assess the impact of integrated planning.

Participant I:

Participant I mentions that while collaboration with other government levels has proven beneficial, poor communication and lack of alignment between local, provincial, and national authorities frequently hinder the success of integrated development planning.

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Participant J:

Finally, Participant J claims that DLG has successfully promoted inclusivity by engaging women, youth, and individuals with disabilities, resulting in greater representation of these groups in the planning process.

Participants A and B strongly recognise the essential role of community participation in fostering effective development initiatives. However, they point out that this potential is severely constrained by substantial limitations in available resources and a lack of robust technical capacity. These factors hinder the ability to fully engage in the community and implement sustainable solutions, undermining the efficacy of development efforts. Participant C commends the collaboration among local, provincial, and national authorities, which is enabling significant projects to move forward. Participant D points out that there is a significant shortage of essential resources needed to support the development and maintenance of infrastructure and public services, which hampers overall progress in the community. Participant E highlights the significance of sector integration, recognising the difficulties related to prioritising initiatives and obtaining thorough input from the community. Participant F underscores the critical need for a more effective and comprehensive monitoring and evaluation system to drive accountability and enhance outcomes. Participant G underscores the critical impact of financial limitations, explaining that many important projects aimed at improving local facilities and services are currently on hold due to insufficient funding. This lack of financial support not only stalls the work but also affects the community's potential for growth and improvement. Participant H notes that while there has been progress in monitoring and evaluation processes, they are still not robust enough to ensure effective oversight. Participant I acknowledges that collaboration exists but highlights problems with communication and alignment that are impeding progress. Participant J emphasises the inclusivity of DLG while urging for increased support for marginalised groups.

The study findings confirmed that the DLG framework in the Collins Chabane Local Municipality demonstrates significant promise in fostering development however, it is hindered by a series of persistent challenges. Key among these are inadequate financial resources that limit project implementation, insufficient technical capacity that affects the quality of planning and execution, and fragmented intergovernmental coordination that can lead to inefficiencies. Additionally, the failure to fully integrate community feedback undermines stakeholder trust and the relevance of development initiatives. Addressing these multifaceted challenges will be essential for enhancing the overall efficacy of the Integrated Development Plan (IDP) within the DLG framework, driving more sustainable and inclusive development outcomes.

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4.3.1.1 What is the importance of DLG in promoting integrated development planning in the Collins Chabane Local Municipality?

In the first question of the study, the researcher developed a follow-up question that sought to find out the importance of DLG in promoting integrated development planning in the Collins Chabane Local Municipality, and participants revealed the following.

Participant A:

In responding to a follow-up question that arises from the first question, participant A notes that the DLG aligns local development with provincial and national policies, providing resources to create an effective IDP that meets local needs sustainably.

Participant B:

Participant B highlights that the DLG is crucial for overseeing the implementation of the IDP, ensuring that municipal projects remain on schedule, within budget, and aligned with IDP goals, thereby helping to avoid delays and enhance development outcomes.

Participant C:

In answering a follow-up question that emerges from the first question, participant C emphasises that the DLG plays a significant role in facilitating stakeholder engagement during the development of the IDP.

Participant D:

Participant D asserts that the guidance from the DLG on financial and resource management is vital for the viability of the integrated development plan.

Participant E:

Participant E states that DLG creates a framework for intergovernmental cooperation, fostering collaboration among local governments, the private sector, and civil society in the Collins Chabane Local Municipality.

Participant F:

Participant F points out that a key role of the DLG in the municipality is capacity building, where the department enhances the skills of local government officials to manage development projects effectively.

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Participant G:

Participant G explains that the DLG is essential in adapting the IDP to the local context, helping to customise development plans to address the specific needs and challenges of Collins Chabane Local Municipality, thus improving the IDP's effectiveness in tackling local issues.

Participant H:

While addressing a follow-up question that arises from the first question, participant H mentions that the DLG promotes transparency in the IDP process by establishing guidelines that ensure the plan reflects local priorities and builds trust in government.

Participant I:

Participant I notes that the DLG aligns the IDP with national development priorities, assisting the Municipality in integrating strategies to ensure the municipality supports national goals and promotes coordinated development across various government levels.

Participant J:

Finally, participant J indicates that the DLG provides strategic direction for the municipality's long-term development vision, ensuring that the IDP balances immediate priorities with long-term sustainability goals, thereby safeguarding the future growth of the municipality.

Participants B and H both underscore the significance of monitoring, evaluation, transparency, and accountability. Participants C and E highlight stakeholder engagement and intergovernmental collaboration, with participant C concentrating on community involvement and Participant E on broader governmental relations. Meanwhile, participants A, D, G, and I prioritise aligning the IDP with national, provincial, and local policies to ensure development that is relevant, coordinated, and sustainable. Participant J emphasises that DLG offers strategic guidance for the municipality's vision of long-term development, helping to strike a balance between short-term requirements and future objectives.

The findings underscore the vital role of the Developmental Local Government (DLG) in advancing Integrated Development Planning (IDP) within the Collins Chabane Local Municipality (CCLM). DLG ensures that local development objectives align with national and provincial policies, thereby enhancing coordination and consistency across different levels of government. It supervises the implementation of IDP by guiding financial management, improving project execution, and strengthening the capabilities of municipal staff. Furthermore, DLG fosters inclusive stakeholder engagement to guarantee transparency and reflect the needs of the

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community, particularly those of marginalised groups, in the planning process. It also promotes collaboration across various government sectors, encourages long-term strategic planning, and advocates sustainable development by tailoring IDPs to the local environment. In summary, DLG serves as a crucial facilitator and coordinator, although challenges like limited resources, communication issues, and technical limitations continue to impede its full effectiveness.

4.3.2 Question 2: What are the institutional challenges towards developmental local government in promoting Integrated Development Planning (IDP)?

The second question sought to find out the institutional challenges towards developmental local government in promoting Integrated Development Planning (IDP), and participants revealed the following.

Participant A:

In addressing the second question, participant A highlights that a major challenge in promoting Integrated Development Planning (IDP) in local governments is the lack of coordination among departments.

Participant B:

In responding to the second question, participant B notes that the problem stems from the limited skills and capacity of local government officials.

Participant C:

Participant C points out that a significant challenge involves the financial limitations of local governments, with many municipalities facing tight budgets that impede the effective execution of the Integrated Development Plan (IDP).

Participant D:

Participant D states that political interference serves as a major barrier to implementing the Integrated Development Plan (IDP), as political agendas often take precedence over long-term sustainable development, favouring short-term initiatives instead.

Participant E:

When addressing the second question, participant E mentions that a key challenge is the limited involvement of the community, although the IDP processes aim for inclusiveness, local communities frequently lack adequate engagement in planning.

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Participant F:

Participant F emphasises that poor data and information management poses a significant challenge, as effective IDP relies on accurate and current data regarding demographic trends, infrastructure needs, and socioeconomic conditions.

Participant G:

In answering the second question, participant G indicates that a lack of clear guidelines for IDP implementation at the local level presents a challenge.

Participant H:

Participant H asserts that administrative inefficiencies hinder the effectiveness of Integrated Development Plans (IDPs), as many local governments do not possess the capacity to manage their complexities.

Participant I:

In replying to the second question, participant I highlights that inadequate monitoring and evaluation (M&E) systems are in place to assess the success of IDPs.

Participant J:

Lastly, participant J points out that weak intergovernmental relations obstruct IDP implementation, as local governments struggle to engage with national authorities, leading to a disconnect between national priorities and local needs.

Participant A indicates that there is a lack of coordination among various departments and agencies, which hampers the effective implementation of policies and programs. Participant G stresses that the absence of standardised guidelines and a clear policy framework contributes to ambiguity and inefficiencies in operational procedures. Participant B presents that Local government officials demonstrate inadequate capacity and insufficient training, which limits their ability to effectively execute their roles and responsibilities. Participant H says that the presence of administrative inefficiencies, coupled with a shortage of skilled personnel, adversely affects the overall performance of local governance. Participant C indicates that financial constraints and budget limitations pose substantial challenges and restrict the ability to allocate necessary resources for essential projects and initiatives. Participant D points out that political interference and a predominance of short-term political agendas obstruct long-term planning and development efforts within the organisation. Participant E noted that community engagement is lacking, even though the IDP aims to be inclusive and participatory. Participant F pointed out that inadequate

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data and information systems result in planning that lacks a solid evidence base. Participant I articulates that the existing monitoring and evaluation (M&E) systems are underdeveloped, leading to a poor assessment of program effectiveness and outcomes and participant J avers that the weak intergovernmental relations and inadequate alignment with national priorities create a disjointed approach to regional development, compromising overall effectiveness.

The participants highlight that the predominant challenges associated with the implementation of the Integrated Development Plan (IDP) revolve around three key areas: coordination among various departments, the capacity of local governments, and financial limitations. To achieve effective IDP implementation, it is essential to comprehensively address these issues. Prioritising efforts to enhance inter-departmental collaboration is crucial. It can be concluded that to ensure the sustainability and effectiveness of IDP processes, it is imperative to adopt a multi-faceted approach that addresses these coordination, capacity, and financial challenges.

4.3.2.1 What are the causes of the challenges towards DLG in promoting IDP in the Collins Chabane Local Municipality ?

In the second question of the study, the researcher developed a follow-up question that sought to explore the causes of the challenges towards Developmental Local Government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. The following were the responses regarding the causes of the challenges towards DLG in promoting IDP in the Collins Chabane Local Municipality.

Participant A:

Answering a follow-up question that arises from the second question, participant A emphasises that restricted financial resources, which hinder the municipality's capacity to conduct successful development projects outlined in the IDP, pose the challenges.

Participant B:

Participant B highlights the lack of political will and unstable leadership in the municipality, which causes decision-making delays and disrupts the planning process.

Participant C:

Participation C addresses the skills gap among municipal staff, emphasising their lack of technical expertise to effectively manage the IDP and may also be worsened by inadequate training opportunities.

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Participant D:

In responding to a follow-up question that arises from the second question, participant D stresses that community engagement remains inadequate, with insufficient participation from stakeholders in the planning process.

Participant E:

Participant E points out the inconsistencies in policies at both the provincial and national levels, making it challenging for local governments to align their Integrated Development Plans (IDPs) with broader developmental goals and frameworks.

Participant F:

Participant F mentions that the absence of infrastructure and inadequate service delivery hinder development progress, as difficulties in providing basic services like water, sanitation, and electricity affect the feasibility and outcomes of the IDP.

Participant G:

Participant G notes that bureaucratic inefficiency obstructs effective IDP promotion, with lengthy approval and procurement processes delaying developmental projects.

Participant H:

Participant H highlights economic constraints arising from limited funding and a weak local economy, which affect the effectiveness of IDP planning and implementation, complicating long-term development goals.

Participant I:

In response to a follow-up question that arises from the second question, participant I observes that limited access to education, healthcare, and economic opportunities reduces the community's capacity to participate in or benefit from integrated development.

Participant J:

In replying to a follow-up question that arises from the second question, participant J indicates that institutional issues, such as poor governance, corruption, and lack of accountability, lead to resource mismanagement and diminish the municipality's effectiveness in implementing integrated development planning.

Participants A and H pointed out that limited financial resources and economic challenges, such as a struggling local economy and insufficient funding, significantly affect the municipality's

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capacity to plan and execute IDPs. Meanwhile, participants B and G shed light on the troubling leadership instability and bureaucratic inefficiencies that create bottlenecks and causing frustrating delays in decision-making and project execution. Participant E brings attention to the pressing issues surrounding the maintenance of basic services, such as water, sanitation, and electricity. On a different note, participants D and I passionately advocate for the necessity of active community involvement. They argue that addressing social inequalities is essential for the IDP's success, as inclusive participation fosters a sense of ownership and responsibility among community members. Participant F identifies infrastructural deficiencies and inadequate basic service delivery, including water, sanitation, and electricity, as obstacles to the effective implementation of IDPs. Lastly, participants C and G raise significant concerns regarding the alarming lack of skills and capacity within the municipal staff. They express frustration over the profound bureaucratic inefficiencies that further hinder the administration's ability to serve the community effectively, affecting the implementation of critical initiatives.

The participants highlight that the primary causes of challenges towards Developmental Local Government in promoting Integrated Development Planning in Collins Chabane Local Municipality are as follows: Limited Financial Resources, leadership and political Instability, inadequate skills and capacity, stakeholder engagement and community participation, institutional weaknesses, policy misalignment and economic constraints. In conclusion, to effectively promote Integrated Development Planning in Collins Chabane Local Municipality, addressing these challenges would require a coordinated effort to strengthen leadership, enhance stakeholder involvement, improve financial management, and build capacity among local government staff. Additionally, policies must be aligned, and resources should be allocated more efficiently to support sustainable development initiatives.

4.3.2.2 What are the implications of DLG in promoting IDP in the Collins Chabane Local Municipality?

In the second question of the study, the researcher also developed a follow-up question that sought to discover the implications of Developmental Local Government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. The following were the responses regarding the implications of DLG in promoting IDP in the Collins Chabane Local Municipality .

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Participant A:

In addressing a follow-up question that stems from the second question, participant A passionately emphasises the vital role that DLG plays in fostering community engagement within the decision-making processes of local governance. This highlights the organisation's commitment to ensuring that the voices of community members are heard and valued.

Participant B:

In responding to a follow-up question that originates from the second question, participant B elaborates that the primary function of DLG revolves around skilfully coordinating local development efforts with national policies and frameworks, ensuring that local initiatives align seamlessly with broader governmental goals.

Participant C:

Participant C underscores the crucial importance of financial and technical assistance provided by both provincial and national governments, which serves as a cornerstone for advancing the Integrated Development Plan (IDP). This support not only empowers local projects but also facilitates sustainable development.

Participant D:

Participant D asserts that the DLG significantly enhances governance frameworks while simultaneously building institutional capacity within local communities. This dual focus on strengthening governance and capacity lays the groundwork for more effective and accountable local administration.

Participant E:

Participant E highlights the pressing need for efficient and harmonious coordination among various stakeholders involved in the development of the Integrated Development Plan (IDP). This cooperation is essential for ensuring that all parties work towards common goals.

Participant F:

In reply to a follow-up question that comes from the second question, participant F raises concerns regarding the complexities of managing competing priorities within the IDP framework and which can hinder progress and necessitate thoughtful solutions to navigate the intricacies of development planning.

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Participant G:

Participant G emphasises the critical ways in which DLG champions accountability and transparency in the planning and budgeting processes related to the IDP. This focus helps to build trust among stakeholders and ensures that resources are used effectively.

Participant H:

Participant H points out the significant challenges associated with maintaining continuity and sustainability in local development planning, where ongoing efforts can be undermined by shifting priorities or diminished support.

Participant I:

In response to a follow-up question that arises from the second question, participant I notes that the DLG is instrumental in providing enhanced data collection and planning resources, which are vital tools for refining and improving the IDP process. These resources empower local officials with the information they need to make informed decisions.

Participant J:

Finally, participant J underscores the paramount importance of strong leadership and unwavering political commitment as foundational elements for achieving success in the IDP process. This leadership not only inspires confidence but also mobilises community efforts towards shared objectives.

Participants A, E, and G exhibit a commonality in their responses as they all highlight the significance of participation, collaboration, and transparency within the IDP process. Their focus revolves around community engagement, coordination among stakeholders, and the necessity of public accountability. In contrast, Participants B, C, D, and I express a shared perspective regarding the importance of intergovernmental cooperation, resource mobilisation, institutional capacity, and data-informed planning in the IDP process, stressing the structural elements required for a successful IDP. Meanwhile, Participants F and H discuss the challenges related to managing competing priorities and ensuring the sustainability of the IDP, concentrating on the practical issues faced during plan implementation. Participant J presents a unique viewpoint, underscoring the vital role of leadership and political will in achieving success in the IDP.

In summary, the results indicate that a successful Integrated Development Planning process in Collins Chabane Local Municipality relies on promoting community involvement, establishing

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robust governance frameworks, meeting resource requirements, balancing competing priorities, and obtaining strong political will and leadership.

4.3.3 Question 3: What is the effectiveness of IDP implementation in Collins Chabane Local Municipality?

The third question sought to find out what the effectiveness of IDP implementation in Collins Chabane Local Municipality is, and participants revealed the following.

Participant A:

In responding to the third question, participant A passionately emphasises the crucial accessibility of the Integrated Development Plan (IDP) for the community, underlining the vital role that local stakeholders play in the decision-making process. Participant A also highlighted the significant challenges such as restricted access to communication platforms, low levels of awareness and literacy, geographic barriers, and a general sense of mistrust or indifference within the community that encountered in effectively disseminating information, which can hinder community engagement.

Participant B:

Participant B articulates a strong appreciation for the IDP's effectiveness in addressing fundamental service needs but candidly notes that the implementation at the local level often encounters sluggishness due to cumbersome administrative hurdles.

Participant C:

In response to the third question, participant C underscores the positive impacts of the IDP on infrastructure development yet also draws attention to a pressing issue: the noticeable absence of timely updates and feedback from municipal authorities, which leaves residents feeling disconnected from progress.

Participant D:

Participant D firmly asserts that the IDP aligns seamlessly with national development objectives, serving as a catalyst for the municipality's growth and sustainability, thereby fostering a sense of progress and hope within the community.

Participant E:

In addressing to the third question, participant E acknowledges the IDP's remarkable efficiency in resource allocation but raises concerns about communication gaps between the municipality and

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residents, particularly regarding essential updates on ongoing projects, which can lead to frustration and misinformation.

Participant F:

Participant F delves into the participatory nature of the IDP, considering it has the potential to foster community engagement, however, community consultations lack sufficient depth, resulting in a tangible absence of outcomes in key areas that matter to residents.

Participant G:

While addressing the third question, participant G views the IDP as an indispensable resource for the municipality's strategic planning, confidently asserting that the process significantly enhances community infrastructure. Despite this, they express concerns about persistent issues with project completion times that can stymie progress.

Participant H:

Participant H highlights the difficulties posed by financial limitations and the delays in project implementation, while acknowledging that the IDP plays a pivotal role in steering development projects, guiding the municipality toward achieving its goals.

Participant I:

In reply to the third question, participant I brings to light the positive ramifications of the IDP on social development and service delivery yet points out a concerning lack of political commitment and pervasive inconsistencies in the execution of planned initiatives, which undermine confidence in the process.

Participant J:

Finally, participant J acknowledges that when the IDP is implemented effectively and inclusively, it not only improves basic service delivery but also enables residents to engage actively in the local economy, thereby boosting the overall quality of life in the community.

Participants B, C, D, G, H, I, and J express significant concerns regarding the persistence of delays and the sluggish pace of project completion, which they identify as a central issue affecting the success of the IDP. They highlight that the lengthy duration required to achieve visible and tangible outcomes from the IDP is often a result of various administrative bottlenecks, as well as delays in execution that hinder progress. Additionally, participants (A, E, F) underscore the pressing need for a more effective communication framework between the municipality and the

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local community. They point out specific issues, such as inadequate feedback mechanisms that fail to keep residents informed, the lack of timely updates that leave community members in the dark about project statuses, and the insufficient involvement of local communities in essential decision-making processes and consultations, which ultimately undermines the overall effectiveness of the IDP.

The participants reveal common themes indicating that the implementation of the IDP in Collins Chabane Local Municipality has achieved some successes, yet it also encounters considerable challenges. The IDP is acknowledged for its effectiveness in areas such as resource allocation and strategic development, however, it is hampered by delays, communication problems, and a lack of adequate monitoring mechanisms. Furthermore, while the IDP is regarded as a vital instrument for steering local development, the implementation of plans frequently falls short due to financial limitations, administrative hurdles, and insufficient community involvement. Enhancements in these areas are necessary to improve the overall effectiveness of the IDP within the municipality.

4.3.4 Question 4: What are the measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality?

The fourth question sought to find the measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality and participants revealed the following.

Participant A:

Training local government officials must be fostered to enhance their understanding of IDP processes and enable more effective contributions and improve governance and efficiency.

Participant B:

The Municipality should improve public engagement in the IDP process to ensure it accurately reflects community needs and fosters support.

Participant C:

The Municipality must develop a monitoring and evaluation system for IDP implementation to ensure that targets are met, and challenges are addressed.

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Participant D:

There must be collaboration among local, provincial, and national governments to enhance resource allocation and project execution, leading to smoother IDP implementation.

Participant E:

In responding to the fourth question, participant E stresses that the Municipality needs to prioritise improving financial management and resource allocation, as these elements are vital for the successful execution of IDP projects.

Participant F:

The Municipality should establish a dedicated department for IDP implementation to ensure consistent focus and specialised expertise for effective execution.

Participant G:

In addressing the fourth question, participant G states that the Municipality must promote transparency in IDP decision-making and financial management, as this fosters accountability and trust, thereby improving the effectiveness of implementation.

Participant H:

In answering the fourth question, participant G emphasises that the Municipality must build partnerships with the private sector to attract additional resources and expertise, leading to more successful IDP projects.

Participant I:

Participant G asserts that the Municipality must align the IDP with long-term regional development and national priorities to optimise resources and ensure sustainability.

Participant J:

In reply to the fourth question, participant G highlights that enhancing the leadership and commitment of local officials is crucial for promoting the IDP, mobilising resources, and ensuring effective implementation at the grassroots level.

Participants A, D, and F noted the significance of capacity building, whether via staff training or establishing specialised units, for the effective implementation of the IDP. Participants B and G stressed the importance of community involvement in decision-making through consultations and transparency. Participants C and D suggested the need for monitoring frameworks or improved intergovernmental coordination to track progress and align goals. Participants E and H highlighted

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the necessity of appropriate resource allocation and securing external support through partnerships for the IDP. Lastly, Participant J emphasised the importance of strong leadership to advocate for the IDP, aligning with the overall theme of fostering ownership and accountability.

In conclusion, the strategies proposed by the participants present a well-rounded and detailed framework aimed at significantly enhancing the effectiveness of the local government in facilitating the implementation of the Integrated Development Plan (IDP) within the Collins Chabane Local Municipality. These strategies encompass key actions such as capacity building, community engagement, and resource allocation, which are essential for addressing the specific needs and challenges faced by the municipality. Prioritising and coordinated execution of these measures will not only improve service delivery but also foster meaningful community development, leading to a more sustainable and inclusive growth trajectory for the region.

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4.4 CONCLUSION

This chapter provided the data collected through questionnaires and interviews. This was followed by a discussion, analysis, and interpretation of the data. This was done based on the responses from study participants, as a way of providing an understanding of the efficacy of developmental local government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. The data regarding the efficacy of developmental local government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality was collected using quantitative and qualitative methods, which involved the use of a questionnaire and analysis of data collected through interviews. In this chapter, data obtained from the respondents were presented, analysed, and interpreted in graphical form and narrative form, the efficacy of developmental local government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality.

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CHAPTER 5:

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

5.1 INTRODUCTION

The previous chapter examined and analysed the gathered data to offer insights into how effective developmental local government (DLG) is in advancing Integrated Development Planning (IDP) within Collins Chabane Local Municipality. In this chapter, the researcher provides a synthesised discussion of the findings, offers recommendations on the effectiveness of DLG in promoting IDP in Collins Chabane Local Municipality, and suggests areas for future research on related topics.

5.2 OVERVIEW OF THE STUDY

This study was about the efficacy of developmental local government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. This study was conducted to answer the research question to determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, to explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, to assess the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality and to recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality. The researcher reviewed literature relevant to the efficacy of developmental local government in promoting integrated development planning. The researcher used a mixed-methods approach, where quantitative and qualitative research methodologies were used. The main aim of the study was to investigate the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality. The researcher used questionnaires and open-ended interviews to collect data. Data was analysed with the aid of two data analysis methods, namely, statistical analysis and thematic analysis. The data was presented in graphical tables to present respondents‘ perception in terms of frequencies and percentages, as well as narrative form, followed by a brief synthesis. The specific objectives of the study were:

- To determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality.

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- To explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality.
- To assess the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality.
- To recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality.

The study also aimed to address the following questions that arose from the research objectives:

- What is the efficacy of DLG in promoting integrated development planning in Collins Chabane Local Municipality?
- What are the institutional challenges towards developmental local government in promoting Integrated Development Planning (IDP)?
- What is the effectiveness of IDP implementation in Collins Chabane Local Municipality?
- What are the measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality?

5.3 MAJOR FINDINGS OF THE STUDY

In this section, the researcher presents the major findings of the study which focused on the specific objectives of the study. The following specific objectives of the study benchmarked the realisation of the aim of the study and sought to determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, to explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, to assess the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality and to recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality. From the interview schedule, the researcher decided to add a posing question which addresses the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality.

5.3.1 Major findings on the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality

The first study objective was to determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality. The study found that the majority at 56 (51%) of respondents confirmed that the Municipality is effective in

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delivering basic services to the communities. This implies that the Municipality regularly conducts community satisfaction surveys to quickly identify needs and compare its performance with other municipalities to improve service delivery. The researcher also found that the majority at 53 (48.2%) of respondents agreed that the IDP provides a standard to set and track goals, as well as to evaluate efforts to reduce poverty. This indicates that the Municipality raises awareness of the IDP among stakeholders through workshops and easy-to-understand reporting tools. This increases transparency and encourages community involvement, helping to ensure that municipal planning meets community expectations. The study findings revealed that 30 (27.3%) of the respondents were not sure whether the IDP would be able to thrive and deliver services in the municipality that is embattled by financial constraints. It indicates that the Municipality should improve its financial planning and resource mobilisation by seeking partnerships, grants, and alternative funding for IDP initiatives. Better communication and transparency about finances will help reduce uncertainty and build trust in the IDP process. Furthermore, the findings showed that the majority at 33 (30%) of the respondents agreed that external stakeholders support the Municipality in the development and implementation of IDP. This underscores the municipality's urgent need to strengthen connections with external stakeholders, which can improve the Integrated Development Plan (IDP). By organising forums and workshops for feedback from community members and businesses, the municipality can promote transparency and inclusivity, ensuring the IDP aligns with community needs and aspirations.

The study revealed that the majority at 39 (35.5%) of the respondents, strongly agreed that service delivery can be improved in municipal areas when the IDP is well comprehended and understood by all the employees of the Municipality. This highlights the importance of internal communication, training, and capacity-building within the municipality. When staff understand and align with the IDP goals, they perform better, make informed decisions, and support the municipality’s development objectives. Internal buy-in and coherence are crucial for improving municipal performance and service delivery. In addition, the study found that the majority at 54 (49.09%) of respondents concurred that effective community participation ensures that the IDP reflects the real needs and priorities of the people. This indicates that when communities take an active role, the plans that emerge are more likely to be pertinent, responsive, and broadly endorsed. It also shows the understanding that development initiatives yield greater success and sustainability when influenced by those most impacted.

From the interview conducted to determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, the Findings

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reveal that it is essential to evaluate various aspects of the local governance framework. This assesses stakeholder engagement, resource distribution, and the effectiveness of development strategies to address community needs. It will analyse collaboration among community members, organisations, and government, evaluate resource allocation criteria, and examine the impact and sustainability of implemented strategies, providing insights for future improvements. The study revealed that the DLG framework in the Collins Chabane Local Municipality has successfully promoted community involvement, allowing residents to participate in planning and ensuring development priorities meet their actual needs. The study also found that a major challenge for the Collins Chabane Local Municipality in advancing the Integrated Development Plan (IDP) through DLG is insufficient funding. Despite having a planning framework, the municipality struggles to secure the resources needed for significant infrastructure projects and social services, impacting the IDP's effectiveness.

The researcher discovered that participants stress financial constraints continually affect the effectiveness of the IDP. Despite having a planning framework, Collins Chabane Local Municipality struggles to secure adequate funding for implementation, leading to stalled projects and hindering the municipality's development goals. The findings indicated that collaboration with various government levels has been advantageous, however, poor communication and misalignment between local, provincial, and national authorities often impede the success of integrated development planning. Furthermore, while the monitoring and evaluation systems for IDP in CCLM have improved, there remains significant room for progress. The current framework lacks the strength needed to effectively track project outcomes, making it difficult to assess the impact of integrated planning. The researcher concludes that addressing these complex challenges is crucial for improving the overall effectiveness of Integrated Development Planning (IDP) within the DLG framework, which is essential for achieving more sustainable and inclusive development results.

The researcher developed a follow-up question that sought to determine the importance of DLG in promoting integrated development planning in CCLM. The study revealed that the DLG plays a critical role in supervising the implementation of the IDP. It ensures that municipal projects remain on track, stay within budget, and align with IDP objectives, which helps to avoid delays and enhance development results. The findings highlight that DLG's financial guidance is essential for the sustainability of the integrated development plan, promoting efficient resource use and prioritising impactful projects. The researcher discovered that DLG provides a framework for cooperation among local governments, the private sector, and civil society in Collins Chabane

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Local Municipality. The findings also revealed that the key function of the DLG in Collins Chabane Local Municipality is capacity building, strengthening local government officials' skills for effective project management. The researcher found that the DLG offers strategic direction for the municipality's long-term vision, ensuring the IDP balances immediate needs with sustainability goals to protect Collins Chabane Local Municipality's future growth.

5.3.2 Major findings on the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality

The second objective of the study was the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality. The data gathered indicated that a significant portion of respondents at 41 (37.27%) agreed that the Municipality experiences a higher rate of youth unemployment. This indicates that youth unemployment is considered a critical socio-economic challenge that could impede local development, lead to greater dependency, and foster social unrest if left unaddressed. It also highlights the necessity for the municipality to focus on specific interventions like skills training, entrepreneurship programs, public employment efforts, and collaborations with the private sector to generate lasting job opportunities for young people. Additionally, the findings showed that 30 respondents (27%) agreed that the Municipality is adequately staffed with personnel knowledgeable about the implementation of the Integrated Development Plan (IDP). By emphasising communication, training, and public involvement, the municipality can increase confidence in its capacity to successfully implement the IDP. 67 respondents (61%) strongly agreed that political interference and instability can negatively impact the IDP process. This suggests that political interference hinders effective resource distribution and leads to a lack of stable, long-term planning.

It was also found that 44 respondents (40%) agreed that insufficient infrastructure often hampers the implementation of IDP initiatives. This implies that improving infrastructure and raising awareness of its impact on development could be essential to enhancing IDP strategies. Additionally, 57 participants (51.82%) acknowledged that maladministration obstructs the IDP implementation in the Municipality. This shows that inadequate management practices obstruct the efficient execution of the Integrated Development Plan (IDP) within the Municipality, thereby limiting the potential benefits and advancements that the plan aims to achieve for the community. Effective administration is crucial for coordinating resources, engaging stakeholders, and ensuring that development goals are met in a timely and organised manner. The researcher noted that 46 respondents (42%) concurred that the absence of clear accountability structures can lead to mismanagement of resources and delays in project implementation. This suggests that

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additional clarity or examples are necessary for people to grasp how accountability directly affects project outcomes. Lastly, the findings indicated that 49 respondents (45%) agreed that effective community participation is essential for the success of IDP processes. This highlights that community participation is vital for successful IDPs. This underscores the importance of community involvement as a vital component in realising the goals of Integrated Development Plans (IDP). Active participation from community members not only fosters a sense of ownership but also ensures that the plans are tailored to meet the specific needs and aspirations of the population, leading to more effective and successful outcomes.

From the interviews that were conducted to explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, the findings revealed that the critical barrier to effectively advancing Integrated Development Planning (IDP) in local governments is inadequate coordination among departments. Addressing this issue is essential for fostering collaboration and ensuring the successful implementation of IDPs. The findings also indicated that the key challenge is the financial limitations of local governments, with many municipalities facing tight budgets that hinder effective execution of the Integrated Development Plan (IDP). The respondents indicated that political interference is a major obstacle to implementing the Integrated Development Plan (IDP), as short-term political agendas often take precedence over sustainable development. It was also revealed that the problem is the inadequate monitoring and evaluation (M&E) systems implemented to evaluate the success of IDPs. The findings of the study revealed that administrative inefficiencies impede the effectiveness of Integrated Development Plans (IDPs) because many local governments struggle to manage their complexities. The study findings confirmed that weak intergovernmental relations hinder IDP implementation, as local governments struggle to engage with national authorities, resulting in a mismatch between national priorities and local needs.

The study also showed that the main challenges in implementing the Integrated Development Plan (IDP) are department coordination, local government capacity, and financial limits. To implement the IDP effectively, these issues should be directly addressed. Lastly, the study found that to ensure the sustainability and effectiveness of IDP processes, it is imperative to adopt a multi-faceted approach that addresses these coordination, capacity, and financial challenges.

The researcher developed a follow-up question that sought to explore the causes of the challenges towards Developmental Local Government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. The findings show that limited financial resources hinder the municipality's ability to execute successful IDP development

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projects. The researcher found that there is a skills gap between municipal staff, highlighting their lack of technical expertise needed to effectively manage the IDP, which may be exacerbated by insufficient training opportunities. It was also found that community engagement is lacking, with insufficient stakeholder participation in the planning process. The findings revealed that a lack of infrastructure and poor service delivery impede development progress, as challenges in providing essential services like water, sanitation, and electricity impact the feasibility and results of the IDP. Additionally, the findings showed that economic limitations, such as restricted funding and a weak local economy, obstruct effective IDP planning and implementation, complicating long-term development objectives. The researcher discovered that social inequalities and poverty obstruct development, as insufficient access to education, healthcare, and economic opportunities diminishes the community's capacity to engage in or benefit from integrated development.

The researcher also developed a follow-up question that sought to discover the implications of Developmental Local Government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. The findings revealed that the DLG encourages community involvement in the decision-making processes of local governance. It was also found that financial and technical support from provincial and national governments is crucial for the progress of the Integrated Development Plan (IDP). The researcher found that effective coordination among stakeholders is essential for the development of the Integrated Development Plan (IDP). The findings indicated concerns about the challenges of managing multiple priorities within the IDP framework. The findings also highlighted how DLG fosters accountability and transparency in the planning and budgeting elements of the IDP. Furthermore, the researcher identified that strong leadership and unwavering political commitment are vital to driving success in the IDP process.

5.3.3 Major findings on the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality

The third objective of the study was to describe the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality. From the questionnaires distributed, it was found that the majority at 45 (41%) of the respondents agreed that the IDP needs to integrate all planning, budgeting, and administration activities in the Municipality. This suggests that the Municipality should take a coordinated approach to IDP development by aligning planning, budgeting, and administrative functions. This will improve collaboration, reduce duplication, and optimise resource allocation for more efficient service delivery. The study also found that the majority at 56 (51%) of the respondents agreed that the successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the private sector.

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This suggests that aligning private sector resources with the IDP's goals and establishing advisory councils with key stakeholders could enhance alignment and accelerate economic recovery.

It was also found that 60 (55%) respondents strongly agreed that aligning IDPs with national and provincial development strategies helps to ensure coordinated and effective development planning across different levels of government. This indicates that stakeholders understand the necessity of synchronising local efforts with national and provincial strategies to promote more consistent, efficient, and effective development outcomes. In this regard, the study revealed that the majority at 69 (62%) of the respondents agreed that the IDP focuses on the combined growth and control of the municipality's area based on its responsibilities. This shows a preference for a controlled and strategic approach to growth that emphasises long-term stability and fairness. By prioritising sustainable resource use, it aims to foster responsible development while distributing the benefits equitably among stakeholders, avoiding the risks of unchecked expansion. The researcher also found that the majority at 71 (65%) of the respondents agreed that prioritising infrastructure projects to address the community's most pressing needs would improve the success of IDP implementation. This suggests that addressing urgent infrastructure issues can have a direct and beneficial impact on the overall effectiveness of the Integrated Development Plan (IDP), resulting in improved living conditions, fostering economic growth, and enhancing social stability.

From the interview on the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality, the researcher found that the IDP is successful in enhancing infrastructure, providing basic services, distributing resources, and fostering social development. Additionally, it aligns closely with national development objectives and supports strategic planning. Moreover, the study revealed that improving communication, increasing public participation, enhancing administrative efficiency, and boosting political commitment could significantly enhance the effectiveness of the IDP. The findings also affirmed that there is a positive impact of the IDP on infrastructure development, while also noting the lack of timely updates and feedback from municipal authorities. The findings revealed that there is an inclusive aspect of the IDP, but it feels that community consultations are insufficiently comprehensive, leading to a lack of concrete results in some areas. The study found that there is a positive effect of the IDP on social development and service delivery while noting the absence of political commitment and inconsistency in executing plans.

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5.3.4 Major findings on the measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality

The fourth objective of the study was to recommend measures that can be used to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality. The findings revealed that most of the respondents at 57 (52%), agreed that employment creation through public employment programs can create a large number of jobs for unemployed youth. This indicates that individuals view public employment programs as a workable solution to youth unemployment, which could enhance economic empowerment and help diminish social inequality. The study found that 64 (58%) agreed that community members' inputs are considered by the Municipality in all IDP decision making. This suggests that a majority of respondents feel the municipality is engaging the community in decision-making, particularly on matters that affect their lives. It shows the municipality's efforts to be inclusive and participatory, valuing the insights and concerns of local residents.

The study revealed that the majority at 47 (42.73%) agreed that the Municipality involves communities in every stage of the IDP process. This shows that the municipality is committed to a participatory method, considering the needs, concerns, and perspectives of the community throughout all stages. Such involvement may foster a sense of ownership and accountability among residents, leading to more effective and responsive development initiatives. Key steps include sharing clear information and timelines, using diverse platforms to reach a wider audience, encouraging input from marginalised groups, and providing feedback on how community contributions influence planning decisions. It was also found that the majority at 52 (47%) agreed the Municipality has created and executed initiatives as part of the IDP that focus on alleviating poverty, enhancing social welfare, and ensuring access to quality education. This indicates that while the programs are well-regarded, there is a wish for continuous improvement, adaptation, and accountability to increase their effectiveness. Additionally, improving community engagement and establishing feedback mechanisms can significantly enhance the programs' impact and sustainability.

The findings also show that the majority at 49 (45%) agreed that the Municipality must have a clear channel for communication with community members to lodge complaints. This shows that individuals seek a transparent and reliable system for submitting complaints, leading to quick and effective solutions. It also indicates a broader goal for the municipality to embrace accountability and build a positive relationship with the community, fostering trust and ensuring that residents'

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needs are addressed promptly and efficiently. Timely responses will build trust, improve service delivery, and strengthen community relations. The researcher also found that most of the respondents at 35 (32%) confirmed that the Municipality allocates resources for continuous training and development of its staff to enhance their skills, knowledge, and performance. This indicates that routinely assessing training outcomes and collecting employee feedback aids in enhancing the programs and encourages continuous advancements in performance, efficiency, and service quality.

From the interview on the measures that can be used to improve the efficacy of developmental local government in promoting IDP implementation, the findings revealed that the Municipality needs to enhance the development of a monitoring and evaluation system for IDP implementation to ensure that targets are achieved, and challenges are promptly addressed, thereby improving overall effectiveness. The findings also affirmed that providing training to local government officials deepens their knowledge of IDP processes, which allows for more effective contributions and boosts governance and efficiency. The study findings revealed that increasing public participation in the IDP process ensures that it aligns with community needs and fosters greater support. The findings showed that strengthening collaboration between local, provincial, and national governments improves the distribution of resources and the execution of projects, resulting in more effective IDP implementation. The findings also found that improving financial management and resource allocation is essential for the effective execution of IDP projects. In this regard, the Municipality should establish a dedicated department for IDP implementation to ensure consistent focus and expertise for successful execution.

It was also discovered that enhancing transparency in IDP decision-making and financial matters cultivates accountability and trust, leading to more effective implementation. Furthermore, the study findings revealed that establishing partnerships with the private sector can bring in extra resources and expertise, leading to more successful IDP projects. In addition, the study validated that the municipality should ensure that the IDP is aligned with long-term regional development and national priorities, optimising resources and promoting sustainability. Finally, the researcher found that strengthening the leadership and dedication of local officials is crucial for promoting the IDP, securing resources, and ensuring effective implementation at the grassroots level.

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5.4 SYNTHESIS OF THE STUDY

This section presents the synthesis of the study on the efficacy of developmental local government in promoting integrated development planning. From the information analysed in the questionnaire, the following is the synthesis of the study:

- The Municipality is effective in delivering basic services to the communities.
- The IDP provides a standard to set and track goals, as well as to evaluate efforts to reduce poverty.
- The IDP would not be able to thrive and deliver services in the municipality that is embattled by financial constraints.
- External stakeholders support the Municipality in the development and implementation of the IDP.
- Service delivery can be improved in municipal areas when the IDP is well comprehended and understood by all the employees of the Municipality.
- Effective community participation ensures that the IDP reflects the real needs and priorities of the people.
- The Municipality has a higher rate of youth unemployment.
- The Municipality is well-equipped with personnel who have adequate knowledge about IDP implementation.
- Political interference and instability can negatively impact the IDP process.
- Inadequate infrastructure often limits the ability to implement IDP initiatives.
- Maladministration hinders the IDP implementation in the Municipality.
- Lack of clear accountability structures can result in the mismanagement of resources and slow implementation of projects.
- Effective community participation is a cornerstone of successful IDP processes.
- The IDP needs to integrate all planning, budgeting, and administration activities in the Municipality.
- The successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the private sector.
- Aligning IDPs with national and provincial development strategies helps to ensure coordinated and effective development planning across different levels of government.
- The IDP focuses on the combined growth and control of the municipality's area based on its responsibilities.

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- Appropriate implementation of the IDP in a municipal environment ensures acceleration of service delivery.
- Prioritising infrastructure projects to address the community's most pressing needs would improve the success of IDP implementation.
- The success of IDP implementation relies on the local municipality's capacity to manage and execute plans.
- Employment creation through public employment programs can create a large number of jobs for unemployed youth.
- Community members' inputs are considered by the Municipality in all IDP decision-making.
- The Municipality involves communities in every stage of the IDP process.
- The Municipality had developed and implemented programs within the IDP, which aimed at reducing poverty, promoting social welfare, and providing access to quality education.
- The Municipality must have a clear channel for communication with community members to lodge complaints.
- The Municipality invests in ongoing training and development for municipal personnel to improve their skills, knowledge, and performance.

From the data collected through the interview, the following is the synthesis of the study:

- The DLG framework in Collins Chabane Local Municipality has effectively fostered community involvement, allowing residents to engage in planning and align development priorities with their needs.
- Collins Chabane Local Municipality faces funding challenges in advancing the IDP through DLG, limiting resources for infrastructure and social services.
- The monitoring and evaluation systems for the IDP in Collins Chabane Local Municipality have advanced, there remains substantial potential for transformative improvements that could significantly enhance their effectiveness.
- The DLG is key to IDP implementation, ensuring projects stay on schedule, within budget, and aligned with goals.
- The DLG promotes transparency and accountability in the IDP by guiding public participation to reflect local priorities and build trust in government.
- A critical challenge facing Integrated Development Planning (IDP) in local governments is the inadequate coordination among departments.

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- Political interference undermines the Integrated Development Plan (IDP) by prioritising short-term initiatives over long-term sustainable development.
- Strong political commitment and stable leadership are crucial. Their absence can slow decision-making and disrupt planning, reducing the IDP's effectiveness.
- Community involvement is lacking, and stakeholder participation in the planning process is insufficient.
- The DLG offers better data collection and planning tools to improve the IDP process.
- The community's access to the IDP and the vital role of local stakeholders in decision-making, while acknowledging challenges in sharing information.
- The IDP's positive effects on social development and service delivery, while noting the lack of political commitment and inconsistent plan implementation.
- Educating local government officials deepens their understanding of IDP processes, leading to more effective contributions and better governance and efficiency.
- Improving financial management and resource allocation is essential for successfully executing IDP projects.

5.5 RECOMMENDATION OF THE STUDY

This section presents recommendations of the study. The recommendations emanated from the major findings on the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality and the measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality.

5.5.1 Recommendation on the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality

The study recommends that the Municipality should effectively deliver basic services to the communities, and it should further enhance this success by concentrating on the sustainability and efficiency of service delivery. This indicates that commitment to responsive and effective service delivery enhances the quality of life for all residents, making the Municipality a cornerstone of community well-being and progress. The researcher recommends that the IDP should provide a standard to set and track goals, as well as to evaluate efforts to reduce poverty. It is

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recommended in this study that the IDP should be able to thrive and deliver services in the municipality that is embattled by financial constraints. External stakeholders should be encouraged to assist the Municipality in the development and execution of the IDP. It is recommended that service delivery should be improved in Municipal areas when the IDP is well comprehended and understood by all the employees of the Municipality.

The study recommends that strong community participation is essential. This will help ensure the IDP meets the real needs and priorities of the people. The study's findings recommend that the Municipality should focus on ensuring that the IDP tackles social inequalities and prioritises initiatives that support marginalised communities within the municipality. Encourage active involvement from local communities, civic groups, and businesses. Organising workshops and public forums will ensure diverse perspectives in the planning process and foster resident ownership. The researcher recommends investing in training programs for municipal officials to enhance their skills in integrated planning, community engagement, and project management. Well-informed officials can better align IDP objectives with community needs. The Municipality should foster partnerships with NGOs, private sector entities, and academic institutions to leverage additional expertise and resources. These collaborations can provide innovative solutions and support in the implementation of IDP initiatives.

5.5.2 Recommendation on the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality

The study recommends that the Municipality should create jobs to reduce the high rate of unemployed youth. The Municipality must be equipped with skilled personnel who have a strong understanding of IDP implementation. Their expertise is crucial for navigating development complexities and ensuring effective execution of initiatives that promote sustainable growth in the community. The Municipality must actively prevent political interference and instability, as these can undermine the IDP process. This indicates that by ensuring a stable governance framework, the Municipality can maintain the integrity of the IDP and promote sustainable development without disruption from shifting political interests. The researcher strongly advocates for the Municipality to prioritise robust infrastructure development, as it serves as a critical foundation for the successful implementation of IDP initiatives. This shows that investing in this area will empower the Municipality to achieve its strategic goals and better serve the community.

The Municipality should focus on effective administration because it is essential for the successful implementation of the IDP. This indicates that effective administration helps to streamline processes, improve transparency, and ensure accountability, all of which lead to better outcomes

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for the community. The researcher strongly recommends that the Municipality implement well-defined accountability structures that will significantly improve resource management and streamline the implementation of projects. This implies that by establishing these frameworks, the Municipality can ensure transparency, enhance efficiency, and foster a greater sense of responsibility among stakeholders, leading to faster and more effective execution of development initiatives. The study recommends that the Municipality should actively involve the community, as this participation is key to successful IDP processes. By creating opportunities for community members to share their views and participate in decision-making, the Municipality can ensure that development plans meet the needs of residents. This engagement also builds community trust and support, leading to better project outcomes.

5.5.3 Recommendation on the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality

The study strongly recommends that the IDP should integrate all planning, budgeting, and administration activities within the Municipality. This integration is essential for creating a cohesive framework that improves operational efficiency and ensures that all departments work together effectively. This confirms that by aligning these activities, the Municipality can optimise resources and enhance service delivery, leading to better outcomes for the community. It is recommended that for the successful implementation of the IDP goals related to economic recovery, the Municipality should adopt a strategic vision that includes the private sector. The researcher confirms that aligning IDPs with national and provincial development strategies will ensure coordinated and effective development planning across all levels of government. This alignment is intended to foster collaboration among various tiers of government, ensuring that local initiatives are coordinated with broader national and provincial objectives. This indicates that by doing so, resources can be used more efficiently, and developmental goals can be met more effectively, benefiting the communities served by these plans.

The researcher recommends that the Municipality should prioritise infrastructure projects to address the community's most pressing needs, such as reliable water supply, efficient transportation, and adequate healthcare facilities. This indicates that by focusing on these critical areas will enhance residents' quality of life, improve IDP implementation success, and foster community trust, leading to a more prosperous and resilient municipality. It is recommended that the Municipality should ensure the success of IDP implementation by strengthening its capacity to effectively manage and execute plans. The researcher asserts that the Municipality must effectively implement the IDP to accelerate service delivery. The researcher underscores the

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importance of aligning Integrated Development Plans (IDPs) with national and provincial development strategies, asserting that this alignment is essential for fostering a cohesive and unified approach to development planning across all levels of government. This implies that in ensuring that IDPs are in harmony with these broader strategies, local governments can enhance their ability to coordinate efforts, allocate resources efficiently, and focus on priority areas that reflect both local needs and national objectives.

5.5.4 Recommendation on measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality

The researcher recommends that the Municipality should fully implement robust public employment programs specifically designed to create a substantial number of job opportunities for the large cohort of unemployed youth. These programs could include initiatives such as vocational training, internship placements, and apprenticeships that align with the local job market's demands. This indicates that through prioritising these efforts, the Municipality can not only help reduce youth unemployment rates but also foster valuable skills, enhance economic growth, and promote social inclusion within the community. This strategic approach could lead to long-lasting benefits for both young individuals and the broader society. The Municipality should allow input from community members to be considered in all decision-making processes related to the IDP. The findings recommend that the municipality should actively engage communities at every stage of the Integrated Development Plan (IDP) process. This involvement is essential to ensure that the voices and perspectives of residents are integrated into planning and decision-making, fostering a sense of ownership and accountability within the community.

The findings of the study affirm that the Municipality should develop and implement targeted programs within the Integrated Development Plan (IDP) that focus on reducing poverty, enhancing social welfare, and ensuring access to quality education. These initiatives are crucial for fostering a more equitable and prosperous community, addressing the pressing needs of the population, and promoting long-term sustainable development. The researcher recommends that the Municipality establish a clear and accessible communication channel through which community members can voice their complaints. This open line of communication is vital for ensuring that residents feel heard and valued, enhancing transparency, and facilitating prompt responses to their concerns. The study findings discovered that the Municipality should invest in continuous training and development programs for its personnel to enhance their skills, knowledge, and overall performance. This indicates that investment is essential not only for

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improving the efficiency and effectiveness of municipal services but also for fostering a culture of excellence and professional growth within the organisation.

5.6 RECOMMENDATION ON THE PRINCIPLES OF PUBLIC ADMINISTRATION

This section present the recommendation of the generic functions of Public Administration and such recommendation arose from the findings on the efficacy of developmental local government in promoting integrated development planning in Collins Cabana Local Municipality, the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, the efficacy of integrated development planning implementation in Collins Chabane Local Municipality, and measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality.

5.6.1 Recommendation on policy and policy making

The researcher recommends that the Municipality implement strict policies to combat corruption, ensuring that any official who misuses public funds or prioritises personal interests over public service is subject to punishment and dismissal. The study highlights the importance of incorporating community members' perspectives in policymaking. Policymakers should be mindful of the challenges that communities face to ensure that the policies developed will effectively improve the overall standard of living for the community.

5.6.2 Recommendation on organising

Organising involves creating structured institutions to achieve specific goals. The study recommends grouping and classifying functions within the Municipality in a clear manner. Officials should be organised based on their positions, qualifications, and experience to enhance operational efficiency. Furthermore, clear communication channels must be established to keep all functionaries informed about ongoing activities and progress toward achieving these goals, fostering collaboration and alignment with the Municipality's objectives.

5.6.3 Recommendation on Financing

The researcher emphasises the need for the Municipality’s financial strategy to align with community service delivery requirements to ensure sustainable financing. The Collins Chabane Local Municipality should develop annual budgets that prioritise the Integrated Development Plan (IDP) and enhance service delivery. To ensure effective implementation, the Municipality must also align its Service Delivery and Budget Implementation Plan (SDBIP) with both the IDP and the approved budget. This will provide a practical framework for monitoring and evaluating service

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delivery performance. Furthermore, the Municipality should seek partnerships with non-governmental organisations and other stakeholders to access additional resources. Engaging community members on the importance of paying for municipal services can improve revenue streams, while outsourcing certain financial services and adopting effective budget management practices can further strengthen the Municipality's ability to meet its service delivery goals.

5.6.4 Recommendation on personnel administration

The researcher recommends that the Municipality should employ qualified and skilled officials to deliver basic services to the communities. The study suggests that the creation of posts must include the necessary qualifications, and successful candidates should meet all the requirements for their respective positions. Additionally, promotions within the Municipality should be based on merit and the qualities of the officials. It is also advised that the Municipality recruit qualified candidates for the provision of basic services and regularly transfer these officials between different sections or divisions to prevent them from becoming too comfortable in their roles and taking advantage of their familiarity with their work.

5.6.5 Recommendation on work method and procedure

The researcher emphasises the importance of having clear means and methods in place for municipal officials to follow to achieve the Municipality's objectives. It is recommended that private entities guide municipal officials on how to effectively conduct their work to meet pre-determined goals. Additionally, the study findings suggest that the methods and procedures for completing tasks should be regularly updated to prevent officials from becoming accustomed to a single system of operation. This approach aims to enhance efficiency and adaptability within the Municipality.

5.6.6 Recommendation on control

The researcher recommends that policymakers take responsibility for ensuring the effective implementation of the Municipality's policies and plans. It is essential for the Municipality to regularly measure and assess the performance of officials to guarantee that the pre-determined objectives are met. Furthermore, the study suggests that the Municipality should establish clear performance standards that represent the desired outcomes. By comparing actual results against these standards, the Municipality can identify areas for improvement and ensure that goals are being effectively achieved.

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5.7 RECOMMENDATIONS OF FUTURE STUDIES

The main aim of the study was to investigate the efficacy of developmental local government in promoting integrated development planning: a case of Collins Chabane Local Municipality. This research focused only on Collins Chabane Local Municipality and not on the other municipalities in Vhembe District or municipalities in the Limpopo province. The researcher recommends that similar studies be conducted in all municipalities within South Africa to identify the problems and challenges associated with IDP implementation. The findings from these future studies will assist the municipality in improving the effectiveness of developmental local government in promoting IDP implementation. Municipal officials should provide accurate information to researchers to help them develop strategies for enhancing IDP implementation and offer recommendations for subsequent studies. Future researchers must prioritise and protect the confidentiality of the participants involved in their research.

5.8 LIMITATIONS OF THE STUDY

The limitations of this study included the challenge of the municipal officials' availability to return questionnaires and participate in interviews. Often, the officials were not present in their offices, which delayed the process. Additionally, it required significant effort on the researcher's part to convey the study's importance to these officials and to gather the necessary information. Distributing the questionnaires took about three to four weeks. Another challenge faced was the absence of some participants during the scheduled appointments, however, the researcher succeeded in locating them later during the data collection phase.

5.9 CONCLUSION

This study was about the efficacy of developmental local government in promoting integrated development planning (IDP). The first chapter outlined introduction, historical background, problem statement, aim of the study, specific objectives of the study, critical research question, significance of the study, delimitation of the study, and definition of operational concepts and organisation of the study. The specific objectives included to determine the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality, to explore the institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality, to assess the effectiveness of integrated development planning implementation in Collins Chabane Local Municipality and to

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recommend measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality. The study aimed to benefit the Collins Chabane Local Municipality by enhancing developmental strategies to support IDP initiatives.

In chapter two, the researcher discussed the literature review on the efficacy of developmental local government in promoting integrated development planning (IDP). Chapter two discussed the theoretical framework of the research study, the study adopted the Systems Theory and Humanistic Paradigm, the overview of integrated development planning (IDP) and developmental local government (DLG), to explore the importance of the IDP, the literature on the character and nature of the developmental state was assessed, the different phases and process followed in the preparation of the IDP at municipalities is also highlighted, the developmental local government praxis and the state of public administration theoretical discourse in South Africa, local governments as a sphere of government, developmental local government praxis, characteristics of developmental local government, state of developmental local government, developmental duties, and outcomes of local government mechanisms for municipalities to ensure they are developmental and challenges facing developmental local government, and legislative frameworks on developmental local government were discussed.

The researcher in chapter three adopted a pragmatism research paradigm, which was reflected in the chosen research methodology that employed a mixed-method approach, integrating both quantitative and qualitative research methods for data collection. The focus of the study was on the Collins Chabane Local Municipality, specifically selecting this location due to the availability of participants who possessed the desired characteristics. The probability of sampling was deemed appropriate, as it enables the creation of a sample that accurately represents the relevant population and the specific characteristics under investigation. Data was collected through two primary methods: questionnaires and interviews. Analysis of the data involved both descriptive statistics and thematic analysis techniques. Additionally, ethical considerations were carefully addressed throughout the study, ensuring that the methodology followed appropriate moral guidelines and prioritised the dignity of all human participants involved.

The researcher indicated that a descriptive research method was used for this study. The sample comprised the Municipal Manager, Integrated Development Plan officials, Executive Committee, Council members, Manager of Communication, Section committees, Local Economic Development officials, Community Development Workers, and Administrative Governance. In this chapter, the researcher presented key elements including the study area, the population of the study, the sampling method, data collection procedures, details of the pilot study, and data

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analysis techniques. Additionally, ethical considerations were addressed, ensuring that participants were informed about the safety and confidentiality of their contributions to the study.

Chapter four of this research study examined the presentation, interpretation, and analysis of data gathered by discussing the responses from the sampled population. This approach aimed to shed light on the research findings regarding the effectiveness of developmental local government in facilitating integrated development planning (IDP). It was highlighted that data analysis entails utilising observations, auditory information, and readings from the collected data. The focus of this chapter was on reporting empirical investigation, addressing perceptions and insights on the effectiveness of developmental local government in promoting IDP. Data related to this topic was collected through both quantitative and qualitative methods, which included administering questionnaires and conducting interviews with respondents. The responses to the questionnaire were organised in tables, followed by a concise summary of the results, while the interview responses were provided in a narrative format along with a brief synthesis of the findings. This chapter was structured into two main sections: the analysis of data from questionnaires and the analysis of data from interviews.

In the last chapter, the study outlines its findings, recommendations, and conclusions. The key findings emerged from the research objectives, which aimed to assess the effectiveness of developmental local government in supporting integrated development planning in the Collins Chabane Local Municipality, to identify institutional challenges that hinder developmental local government in promoting IDP within the municipality, to evaluate the effectiveness of the implementation of integrated development planning in the area and to propose measures to enhance the efficacy of developmental local government in advancing IDP implementation in Collins Chabane. The recommendations presented in this study are also derived from these research objectives. Additionally, the study offers suggestions related to the principles of Public Administration, highlights areas for future research, discusses the limitations of the study, and concludes on the efficacy of developmental local government in fostering integrated development planning (IDP).

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ANNEXURE A: ETHICAL CLEARANCE

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Mr TH Hlungwani

STUDENT NO:
18016724

PROJECT TITLE: **The Efficacy of Developmental Local Government in Promoting Integrated Development Planning: A Case of Collins Chabane Local Municipality, Limpopo Province**

ETHICAL CLEARANCE NO: **FMCL/24/PDN/43/1411**

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr E Masemu	UNIVEN, Public Development Administration	Supervisor
Dr E Mahole	UNIVEN, Public Development Administration	Co-Supervisor
Mr TH Hlungwani	UNIVEN, Public Development Administration	Investigator - Student

Type: **Masters Research**
Risk: ***Minimal risk to humans, animals or environment*** **(Category 2)**
Approval Period: **November 2024 – November 2025**

The Research Ethics Social Science Committee (RESSC) hereby approves your project as indicated above.

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

- The project leader (principal investigator) must report in the prescribed format to the REC:
  - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
  - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
  - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date; a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
  - Request access to any information or data at any time during the course or after completion of the project.
  - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
  - withdraw or postpone approval if:
  - Any unethical principles or practices of the project are revealed or suspected.
  - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
  - The required annual report and reporting of adverse events was not done timely and accurately.
  - New institutional rules, national legislation or international conventions deem it necessary.

ISSUED BY:
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE
Date Considered: November 2024

Name of the RESSC Chairperson of the Committee Prof TS Mashau

Signature

UNIVERS. OF VEND.
OFFICE OF THE DIRECTOR
RESEARCH AND INNOVATION
2024 -11- 14
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Thohoyandou 0950

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ANNEXURE B: LETTER OF INFORMED CONSENT

I, Hlungwani Tumelo Hamfree, am a registered student at the University of Venda in the Department of Public and Development Administration, Faculty of Management, Commerce and Law. I am conducting a study entitled '*The efficacy of developmental local government in promoting integrated development planning: a case of Collins Chabane Local Municipality*. In this study, the researcher will provide informed consent to the respondents for them to have adequate information regarding the research. This will help the respondents to understand the study and be free to decide to participate in it or decline participation voluntary. Identities of participation will be kept secret during and after the research study. In addition, participants have the right to remain anonymous.

Participation in the study is entirely voluntary, and participants have the right to withdraw at any moment without facing any consequences. The researcher will ensure that all data collected through questionnaires and interviews is kept confidential. Participants can decline to answer specific questions if they feel uneasy during data collection. Additionally, respondents will not be placed in any harmful situations or jeopardised positions. They will be assured that no physical threats will be encountered during the research process. The information provided by participants will only be used for academic purposes related to the study. For any inquiries or further clarification about the research, please contact:

…….. ……

Hlungwani T.H (Mr.) **DATE**

Cell: 073 859 8194

Email: tumelohlungwani@gmail.com

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ANNEXURE C: LETTER FROM THE STUDENT

Enquiry: Hlungwani T.H

Cell : 073 859 8194

Email : tumelohlungwani@gmail.com

P.O. Box 255

Nghomunghomu

0927

22 November 2025

Dear Sir or Madam

I, Hlungwani Tumelo Hamfree, am a student at the University of Venda, registered for the Master of Administration (MSMMA) under the Department of Public and Development Administration in the Faculty of Management, Commerce and Law. I am conducting research on: The efficacy of developmental local government in promoting integrated development planning: A case of Collins Chabane Local Municipality.

I humbly request that you be part of the study by providing your understanding of the research topic as written above. The information that you will provide will be used for this study.

Thanking you in anticipation.

Yours sincerely

……

Hlungwani T.H

Student Number: 18016724

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ANNEXURE D: INSTRUMENT QUESTIONNAIRE

THE EFFICACY OF DEVELOPMENTAL LOCAL GOVERNMENT IN PROMOTING INTEGRATED DEVELOPMENT PLANNING: A CASE OF COLLINS CHABANE LOCAL MUNICIPALITY, LIMPOPO PROVINCE

This study aims to investigate the efficacy of developmental local government (DLG) in promoting Integrated Development Planning (IDP) in Collins Chabane Local Municipality. This is an opportunity for you to give your perception about DLG in promoting IDP by the municipality. Kindly note that this instrument consists of two sections, namely, Section A: Biographical details of respondents, and Section B: with questions that arose from the research objectives of the study. Note that there is no right or wrong answer. For each statement below, place a cross (**X**) in the box that applies to you.

SECTION A: BIOGRAPHICAL DETAILS OF RESPONDENTS

1. Gender

Male	1
Female	2

2. Age

Less than 30 years	1
31 to 40 years	2
41 to 50 years	3
51 to 60 years	4
61 years and Older	5

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3. Category of respondent

Municipal Manager	1
Integrated Development Plan officials	2
Executive Committee	3
Council members	4
Manager of Communication	5
Section committees	6
Local Economic Development officials	7
Community Development Workers	8
Administrative Governance	9

4. Educational Qualifications

Grade 12 and below	1
Diploma/ Degree	2
B.Tech/ Honour's Degree	3
M.Tech/ Master's Degree	4
D.Tech/ Doctoral Degree	5
If other, please specify…	6

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SECTION B: THE EFFICACY OF DEVELOPMENTAL LOCAL GOVERNMENT IN PROMOTING INTEGRATED DEVELOPMENT PLANNING IN COLLINS CHABANE LOCAL MUNICIPALITY.

Item No. 1	The efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality.	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
5.	The Municipality is effective in delivering basic service to the communities.	1	2	3	4	5
6.	The IDP provide a standard to set and track goals, as well as to evaluate efforts to reduce poverty.	1	2	3	4	5
7.	The IDP would not be able to thrive and deliver services in municipality that is embattled by financial constraints.	1	2	3	4	5
8.	External stakeholders support the Municipality in relation to the development and implementation of IDP.	1	2	3	4	5
9.	Service delivery can be improved in municipal areas when the IDP is well comprehended and understood by all the employees of municipality.	1	2	3	4	5
10.	Effective community participation ensures that the IDP reflects the real needs and priorities of the people.	1	2	3	4	5

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Item No. 2	The institutional challenges towards developmental local government in promoting IDP in Collins Chabane Local Municipality.	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
11.	The Municipality has a higher rate of youth unemployed.	1	2	3	4	5
12.	The Municipality is well-equipped with personnel who have adequate knowledge about IDP implementation.	1	2	3	4	5
13.	Political interference and instability can negatively impact the IDP process.	1	2	3	4	5
14.	Inadequate infrastructure often limits the ability to implement IDP initiatives.	1	2	3	4	5
15.	Maladministration hinders the IDP implementation in the Municipality.	1	2	3	4	5
16.	Lack of clear accountability structures can result in the mismanagement of resources and slow implementation of projects.	1	2	3	4	5
17.	Effective community participation is a cornerstone of successful IDP processes.	1	2	3	4	5

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Item No. 3	The effectiveness of integrated development planning implementation in Collins Chabane Local Municipality.	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
18.	The IDP needs to integrate all planning, budgeting, and administration activities in the Municipality.	1	2	3	4	5
19.	The successful implementation of the IDP goals in terms of economic recovery requires a strategic vision of the private sector.	1	2	3	4	5
20.	Aligning IDPs with national and provincial development strategies helps to ensure coordinated and effective development planning across different levels of government.	1	2	3	4	5
21.	The IDP focuses on the combined growth and control of the municipality's area based on its responsibilities.	1	2	3	4	5
22.	Appropriate implementation of the IDP in a municipal environment ensures the acceleration of service delivery.	1	2	3	4	5
23.	Prioritising infrastructure projects to address the community's most pressing needs would improve the success of IDP implementation.	1	2	3	4	5
24.	The success of IDP implementation relies on the local municipality's capacity to manage and execute plans.	1	2	3	4	5

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Item No. 4	The strategies/ measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality.	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
25.	Employment creation through public employment programs can create a large number of jobs for unemployed youth.	1	2	3	4	5
26.	Community members' inputs are considered by the Municipality in all IDP decision-making.	1	2	3	4	5
27.	The municipality involves communities in every stage of the IDP process.	1	2	3	4	5
28.	The municipality had developed and implemented programs within the IDP, which aimed at reducing poverty, promoting social welfare, and providing access to quality education.	1	2	3	4	5
29.	The Municipality must have a clear channel for communication with community members to lodge complaints.	1	2	3	4	5
30.	The municipality invests in ongoing training and development for municipal personnel to improve their skills, knowledge, and performance.	1	2	3	4	5

"THANK YOU FOR YOUR PARTICIPATION"

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ANNEXURE E: INSTRUMENT – INTERVIEW –SCHEDULE

THE EFFICACY OF DEVELOPMENTAL LOCAL GOVERNMENT IN PROMOTING INTEGRATED DEVELOPMENT PLANNING: A CASE OF COLLINS CHABANE LOCAL MUNICIPALITY, LIMPOPO PROVINCE

The aim of this study is to investigate the efficacy of developmental local government in promoting integrated development planning in Collins Chabane Local Municipality. This is an opportunity for you to give your perception about DLG in promoting IDP by the municipality. Note that there is no right or wrong answer. For each statement in **Section A** below, place a cross **(X)** in the box that applies to you and in **Section B** please answer the questions.

SECTION A: PERSONAL DETAILS OF PARTICIPANTS

1. Gender

Male	1
Female	2

2. Age

Less than 30 years	1
31-40 years	2
41-50 years	3
51-60 years	4
61 years and older	5

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3. Category of respondent

Municipal Manager	1
Integrated Development Plan officials	2
Executive Committee	3
Council members	4
Manager of Communication	5
Section committees	6
Local Economic Development officials	7
Community Development Workers	8
Administrative Governance	9

4. Educational Qualifications

Grade 12 and below	1
Diploma/ Degree	2
B.Tech/ Honour's Degree	3
M.Tech/ Master's Degree	4
D.Tech/ Doctoral Degree	5
If other, please specify…	6

SECTION B: THE INSTITUTIONAL CHALLENGES TOWARDS DLG IN PROMOTING IDP IN COLLINS CHABANE LOCAL MUNICIPALITY

In this section, you are kindly requested to answer the question below and note that there is no right or wrong answer.

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5. **What is the efficacy of developmental Local Government (DLG) in promoting integrated development planning in Collins Chabane Local Municipality (CCLM)?**

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5.1. **What is the importance of DLG in promoting integrated development planning in Collins Chabane Local Municipality ?**

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6. **What are the institutional challenges towards developmental local government in promoting Integrated Development Planning (IDP)?**

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6.1. **What are the causes of the challenges towards DLG in promoting IDP in Collins Chabane Local Municipality?**

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6.2. What are the implications of DLG in promoting IDP in Collins Chabane Local Municipality?

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7. What is the effectiveness IDP implementation in Collins Chabane Local Municipality?

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8. What are the measures to improve the efficacy of developmental local government in promoting IDP implementation in Collins Chabane Local Municipality?

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"THANK YOU FOR CONTRIBUTION"

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ANNEXURE F: LETTER OF LANGUAGE EDITING

Enquiries: Dr MJ Maluleke
Cell: 072 306 9536
Mzamani.Maluleke@univen.ac.za

02 June 2025

To whom it may concern

This serves to certify that I have edited the dissertation titled "The efficacy of Developmental Local Government in promoting Integrated Development Planning: A case of Collins Chabane Local Municipality, Limpopo Province" by Hlungwani Tumelo Hamfree. He is a student attached to the Department of Public and Developmental Administration in the Faculty of Management, Commerce and Law.

The editing process involves fixing grammatical mistakes, rewording sentences, maintaining consistency in British English, and enhancing overall readability. I have reviewed the entire document and provided suggestions through tracked changes, as well as making some modifications in certain sections.

Yours Sincerely



Dr MJ Maluleke (PhD)

Senior Lecturer

Faculty of Humanities, Social Sciences and Education

Department of English, Media Studies and Linguistics



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ANNEXURE G: LETTER OF PERMISSION TO COLLECT DATA

225 Collins Chabane Dr
Old DCO Building
Malamulele
0982

Private Bag X9271
Malamulele
0982
Tel (015) 851 0110
Fax (015) 851 0097

COLLINS CHABANE LOCAL MUNICIPALITY

Ref : 4/4/R
Enq : Hlungwani G.P
Tel : 066 477 8968

Date : 06 December 2024

University of Venda
Private Bag X5050
Thohoyandou
0950

Dear Sir/ Madam

SUBJECT: LETTER OF PERMISSION TO CONDUCT RESEARCH FOR Mr HLUNGWANI TUMELO HAMFREE.

1. The above matter refers.
2. This serves to confirm that Mr Hlungwani Tumelo Hamfree of Student No 18016724 from University of Venda, has been granted a permission to conduct research in Collins Chabane Local Municipality as part of his Master's degree.
3. The research is based on "**The efficacy of developmental local government in promoting integrated development plaining with specific reference to Collins Chabane Local Municipality, Limpopo Province**".
4. Hope you find this in order.

Regards

SHILENGE R.R
MUNICIPAL MANAGER

06 December 2024
DATE

Vison: "A spatially integrated and sustainable local economy by 2030"

Mission: To ensure the provision of sustainable basic services and infrastructure to improve the quality of life of our people and to grow the local economy for benefit of all citizens

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ANNEXURE H: TURNITIN REPORT

Dissertation-Hlungwani T

ORIGINALITY REPORT

15%	10%	5%	8%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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7	Mamokhere, John. "The Integrated Development Planning Process for Improved Community Participation: The Case of the Tzaneen Municipal Area", University of Johannesburg (South Africa), 2023 Publication	<1%
8	www.da-academy.org	

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