INTEGRATED DEVELOPMENT PLANNING AS A POVERTY ALLEVIATION TOOL

By

SIPHOKAZI CONSTANCE NONYUKELA

Submitted in partial fulfilment of the requirements for the Degree of Masters in Development Studies in the Faculty of Business and Economic Sciences at the Nelson Mandela University

Supervisor: M.S. Bayat

Date: April 2018
DECLARATION

NELSON MANDELA UNIVERSITY

DECLARATION

NAME: Siphokazi Constance Nonyukela

STUDENT NUMBER: 207027642

QUALIFICATION: M. A (Development studies)

TITLE OF PROJECT: INTERGRATED DEVELOPMENT PLANNING AS A POVERTY ALLEVIATION TOOL

DECLARATION:

In accordance with Rule G4.6.3, I hereby declare that the above-mentioned dissertation is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

[Signature]

SIGNATURE

02 MARCH 2018
DATE
AKNOWLEDGEMENTS

- I wish to express my sincere gratitude to God Almighty for giving me strength, capacity, wisdom and resilience to bring this project to conclusion. Indeed you are worthy to be praised my Father.

- I would like to thank my supervisor Professor M.S. Bayat for his astute and continuous guidance. His eloquent advice enabled me to improve the standard and quality of my work; I am indebted to you Prof.

- Further gratitude goes to my mother Memoria Philiswa Nonyukela and my sister Thembelihle Yolanda Nonyukela for their unconditional love, support and encouragement. I dedicate this research project to you Mom.
ABSTRACT

This research paper has explored the role of Integrated Development Planning (IDP) as a poverty alleviation tool in Koukamma Municipality. The National Development Plan (2011) outlines that political democracy cannot flourish if most of the people of South Africa are still faced with poverty. The plan further states that the current democratic government should proactively prioritise finding plans to eliminate poverty for the people of South Africa. It is a national framework for development, and elimination of poverty and reduction of inequality are its main objectives. Its success will be measured by the degree to which the lives and opportunities of the poorest people of South Africa are transformed in a sustainable manner. Thus, the use of IDP in municipalities is a legislative requirement through the Local Government Systems Act 32 of 2000 and Sections 152/3 of the South African Constitution of 1996. The IDP also ensures that municipalities implement and assess the impact of their developmental programmes and poverty alleviation projects on the objectives of sustainable development. In this study an interview was held with the Municipal Manager of the municipality who is the champion of the IDP which contains poverty alleviation projects, in order to assess their successes and challenges. There were also questionnaires handed out to a sample of the community to assess their satisfaction with the implementation of the IDP and to highlight the socio-economic conditions of the population.
### TABLE OF CONTENTS

DECLARATION .................................................................................................................. i  
AKNOWLEDGEMENTS .................................................................................................... ii  
ABSTRACT ......................................................................................................................... iii  
LIST OF ANNEXURES ..................................................................................................... viii  
LIST OF FIGURES .......................................................................................................... ix  
LIST OF ACRONYMS ......................................................................................................... x  

### CHAPTER 1  
INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION ........................................................................................................ 1
1.2 RESEARCH PROBLEM STATEMENT ........................................................................ 1
   1.2.1 Research Question .......................................................................................... 2
   1.2.1.1 Sub Questions ......................................................................................... 2
1.3 PURPOSE OF THE RESEARCH STUDY .............................................................. 2
1.4 DELIMITATION OF THE STUDY/ SCOPE/PARAMETERS .................................... 3
1.5 OBJECTIVES OF THE STUDY .............................................................................. 3
1.6 RESEARCH DESIGN .............................................................................................. 4
   1.6.1 Research approach ....................................................................................... 4
1.7 DEFINITION OF CONCEPTS .............................................................................. 6
1.8 OUTLINE OF CHAPTERS ..................................................................................... 7
1.9 CHAPTER SUMMARY ............................................................................................ 8

### CHAPTER 2  
LITERATURE REVIEW OF THE STUDY

2.1 INTRODUCTION ....................................................................................................... 9
CHAPTER 3
RESEARCH METHODOLOGY

3.1 INTRODUCTION .................................................................................................................23
3.2 STUDY AREA ......................................................................................................................23
3.3 RESEARCH DESIGN ..........................................................................................................24
3.4 RESEARCH METHODOLOGY ............................................................................................25
   3.4.1 Survey Questionnaire ................................................................................................26
   3.4.2 Semi Structured Interview .......................................................................................28
3.5 DELIMITATION OF THE STUDY .....................................................................................29
3.6 ETHICAL REQUIREMENTS ...............................................................................................29
3.7 CHAPTER SUMMARY .......................................................................................................29
CHAPTER 4

FINDINGS

4.1 INTRODUCTION ........................................................................................................... 30
4.2 BIOGRAPHICAL INFORMATION ................................................................................. 31
4.3 SOCIO ECONOMIC PROFILE ...................................................................................... 32
4.4 CONDITIONS OF BASIC SERVICES ............................................................................. 34
4.4.1 IDP IMPLEMENTATION ......................................................................................... 38
4.5 FINDINGS FROM THE INTERVIEWS WITH THE MUNICIPAL MANAGER. 42
4.5.1 Water ....................................................................................................................... 42
4.5.2 Roads ......................................................................................................................... 43
4.5.3 Electricity .................................................................................................................... 43
4.5.4 Housing .................................................................................................................... 43
4.5.5 Local Economic Development ................................................................................ 43
4.6 CHALLENGES ............................................................................................................. 48
4.7 CHAPTER SUMMARY .................................................................................................. 49

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION ........................................................................................................... 50
5.2 SUMMARY OF FINDINGS ............................................................................................ 50
5.3 CONCLUDING REMARKS ........................................................................................... 51
5.4 RECOMMENDATIONS .................................................................................................. 52
5.4.1 Recommendation 1 .................................................................................................. 52
5.4.2 Recommendation 2 .................................................................................................. 53
5.4.3 Recommendation 3 .................................................................................................. 53
5.4.4 Recommendation 4 .................................................................................................. 54
5.4.5 Recommendation 5 ................................................................. 54
5.4.6 Recommendation 6 ................................................................. 55

5.5 FINAL COMMENTS ......................................................................... 55

REFERENCES ....................................................................................... 57
LIST OF ANNEXURES

Annexure A: Permission to conduct research .................................................. 65
Annexure B: Survey Questionnaire for community members ................................. 66
Annexure C: Interview questions for the Municipal Manager ............................... 68
Annexure D: Ethics form ................................................................................. 70
Annexure E: Turnitin Report ........................................................................... 72
Annexure F: Letter of declaration from the professional language editor ............. 73
LIST OF FIGURES

Figure 1.1: Map of Koukamma Municipality ................................................................. 3
Figure 3.1: Map of Sarah Baartman District ................................................................. 24
Figure 4.1: Ages of the respondents to the questionnaire .............................................. 31
Figure 4.2: Race of the respondents to the questionnaire .............................................. 31
Figure 4.3: Gender of the respondents to the questionnaire ........................................... 32
Figure 4.4: Number of people living in one house ......................................................... 32
Figure 4.5: Percentages of source of income/employment of the respondents .............. 33
Figure 4.6: Education levels of the respondents ............................................................. 33
Figure 4.7: Residential area of the respondents ............................................................... 34
Figure 4.8: Condition of the roads in the area ................................................................. 35
Figure 4.9: Access to sanitation ....................................................................................... 35
Figure 4.10: Access to electricity in Koukamma Municipality ......................................... 36
Figure 4.11: Access to water in Koukamma Municipality ............................................... 36
Figure 4.12: Access to recreational facilities in Koukamma Municipality ..................... 37
Figure 4.13: Access to housing in Koukamma Municipality .......................................... 37
Figure 4.14: Knowledge of IDP projects in Koukamma Municipality .......................... 38
Figure 4.15: Participation in IDP processes in Koukamma Municipality ....................... 39
Figure 4.16: Knowledge of current IDP projects in Koukamma Municipal Area .......... 40
Figure 4.17: Successfully completed IDP projects in Koukamma Municipal area ....... 41
Figure 4.18: Quality of completed projects in Koukamma Municipality ...................... 41
Figure 4.19: Beneficial value of IDP projects for residents of Koukamma Municipality ........................................................................................................................................... 42
LIST OF ACRONYMS

ADB  African Development Bank
ANC  African National Congress
COGTA Department of Cooperative Governance and Traditional Affairs
CWP  Community Works Programme
DEDEA: Department of Economic Development and Environmental Affairs
DOE: Department of Energy
DRPW: Department of Roads and Public Works
DWS: Department of Water and Sanitation
DRDAR: Department of Rural Development and Agrarian Reform
DPLG: Department of Local Government
EPWP: Extended Public Works Programme
IDP: Integrated Development Plan
IGR: Intergovernmental Relations
KKM: Koukamma Municipality
LED: Local Economic Development
MEC: Member of Executive Council
NDP: National Development Plan
RDP: Reconstruction and Development Programme
RSA: Republic of South Africa
SA: South Africa
RSA: Republic of South Africa
SANRAL: South African National Road Agency
SBDM: Sarah Baartman District Municipality
SMME: Small Medium and Micro Enterprises
STATSSA: Statistics South Africa
<table>
<thead>
<tr>
<th>Region</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
</tr>
</tbody>
</table>
CHAPTER 1
INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Poverty in many previously disadvantaged areas of South Africa was inherited from the apartheid government. Poverty is a state where people are deprived of income and other resources needed to obtain a suitable standard of life (Townsend, 2006). In developing countries, poverty has been viewed as the oldest and most resistant virus that brings about a devastating disease (Tazoacha, 2001). As a tool to alleviate poverty and to encourage better planning, the South African government introduced the Integrated Development Plan (IDP) at the local sphere of government because municipalities are the key agents in transforming and democratising development in South Africa. Local government is also the closest sphere of government to the people; therefore it is also expected to act as an agent that facilitates development by engaging directly with the communities and finding ways to eliminate poverty. Mautjana (2014) states that the South African local authorities use IDP’s as a method to plan future development in their areas mainly because without this planning tool rural areas are left underdeveloped and largely unserviced. Municipal planning for service rendering in South Africa is a compulsory process for all municipalities in terms of Section 25 of the Municipal Systems Act, 2000.

IDPs are crucial in poverty alleviation because they encourage communities to be part of the municipal planning cycle through stakeholder engagement sessions. Thus, the focus of this study is to assess the Koukamma Municipality IDP as a poverty alleviation tool within the municipal jurisdiction.

1.2 RESEARCH PROBLEM STATEMENT

The Municipal Systems Act (No 32 of 2000) compels all municipal councils to develop and adopt a five-year IDP which has to be reviewed annually. According to the Koukamma Municipality’s IDP 2016/2017, the IDP is a strategic tool geared to enhance local democracy through stakeholder engagement in the form of all government spheres, local communities, business communities, and civil society in its
broader sense or context (religious bodies, non-governmental organisations and community based organisations). It is therefore rooted in the principles that promote participatory processes aimed at defining the development of the local space within the context of a municipality by crafting a five-year strategic plan that guides all planning, budgeting, decision-making, coordination and management including the implementation of the programmes of the municipality. It involves the entire municipality and its citizens finding the best solutions to achieve sustainable long-term developments, based on agreed annual targets, and further emphasises integrated and multi-dimensional approaches and mechanisms.

The major problem here is that the communities of Koukamma are suffering extremely due to the burden of poverty. The municipality in its IDP has poverty alleviation projects; however the area is still faced with high levels of unemployment and poverty. This study seeks to find out to what extent the IDP of the chosen municipality assists in poverty alleviation.

1.2.1 Research Question

- To what extent does the IDP of Koukamma Local Municipality serve as a mechanism to alleviate poverty?

1.2.1.1 Sub Questions

- What is the IDP and what does it entail within the context of local government?
- What are the poverty alleviation plans in the IDP of Koukamma Municipality?
- What strategies are in place to implement those poverty alleviation plans?
- What are the challenges and successes of the IDP in alleviating poverty?

1.3 PURPOSE OF THE RESEARCH STUDY

The main purpose of this study was to assess the effectiveness of the IDP as a poverty alleviation tool in Koukamma Local Municipality.
1.4   DELIMITATION OF THE STUDY/ SCOPE/PARAMETERS

The research study was restricted to the Koukamma Municipal area. Koukamma Municipality is situated in Kareedouw, a small town that is about 150km from Port Elizabeth on the R62 roadway, on the inland side, which separates it from the coastal belt when driving towards Cape Town. There are two main regions in Koukamma, which are the Tsitsikamma (coastal) and the Langkloof (inland). On the Tsitsikamma side, the primary economic hub is tourism whilst on the Langkloof side it is agriculture. The population of the area was estimated at 43 689 as per the 2016 Census (STATS SA, 2016). The municipality is rural in nature with high levels of poverty, low levels of literacy and high levels of unemployment.

**Figure 1.1** below shows a map of the Koukamma region which is the study area.

**Figure 1.1: Map of Koukamma Municipality**

1.5   OBJECTIVES OF THE STUDY

The primary objective of this study was to discuss the extent to which the IDP of Koukamma Local Municipality contributes to poverty alleviation in the municipal area. The sub-objectives are:

- To discuss the concept of IDP and its significance to local government.
- To analyse the IDP and discover poverty alleviation plans and strategies to implement those plans.
To establish the challenges and successes of Koukamma Municipality in relation to the IDP as a poverty alleviation tool.

To provide recommendations based on the findings of the study.

1.6 RESEARCH DESIGN

The research design refers to the overall strategy a researcher chooses to integrate different components of the study in a coherent and logical way, thereby ensuring the researcher will effectively address the research problem. It constitutes the blueprint for the collection, measurement and analysis of data. It also ensures that the evidence obtained enables the researcher to effectively address the research problem logically and unambiguously (De Vaus, 2001). A research design is also a blueprint for conducting a study and guides the researcher in planning and implementing the study in a way to achieve intended objectives. Joubert and Ehrlich (2007) refer to the study design as “architecture” of the study because the choice of the study design determines the cost of the study, how the population is sampled, how measurements are collected, how data is analysed and how ethical considerations in the study are followed.

1.6.1 Research approach

Deciding on the most appropriate method is important, to reach the research objectives (Chisnall, 2005). Moreover, this serves the purpose of planning which method to use to collect the data needed and more importantly to analyse the collected data (Hair, Bush, & Ortinau, 2006). A poorly designed research study will fail to provide exact answers to the questions under investigation. Every research problem is unique (Hair et al., 2006), and therefore the research design should be appropriate for the research objectives. After considering these research designs, the author evaluated the characteristics of quantitative and qualitative research methods.

Quantitative studies utilize a concise, objective and systematic study process in which numerical data could be analysed statistically to draw inferences about the universe. A researcher who utilizes a quantitative research design usually repeats sequences of measurement and qualifications in an environment that is highly structured and
controlled in order to obtain the numerical data needed to answer specified research questions.

Qualitative data on the other hand requires the researcher to interact with the participants/target audience of the study and focus mainly on collecting data through structured interviews and questionnaires. In this study, the researcher conducted in-depth interviews with the municipal manager who is the champion of IDP in the municipality. Thereafter members of the population of the Koukamma municipal jurisdiction were issued with surveys to complete. While the focus of the study was mainly quantitative, there was a qualitative element which was introduced, thus a mixed approach was adopted. The people who took part in the surveys were randomly selected and represented the population of interest.

The presentation and analysis of data was done in the form of words and graphs. The findings were conclusive and descriptive in nature and the study further recommended a final course of action. The study also included an extensive literature review on the subject. This approach can be defined as an unfolding model that occurs in a natural setting, which enables the researcher to develop a level of detail from high involvement in the actual experiences (Cresswell, 1994). It involves purposeful use for describing, explaining and interpreting collected data.

The researcher used descriptive data, because it was a fact-finding investigation, with adequate interpretation. The data also revealed potential relationships between variables, thus setting the stage for more elaborate investigation. The empirical data interpretation was based on literature related to the research. The literature was from books, journals, legislation and an interview with management.

1.6.2 Data collection tools

- A survey was conducted, which was completed by a certain population of the community. A total of 100 people were sampled from two wards of the municipality, representative of the coastal and the inland areas. The survey was targeted at people who are 18 years old and above. People from these different wards were randomly selected and were representative of the entire community. The survey focused on the implementation of the IDP and the
poverty alleviation projects in the area and the socio-economic conditions. It mainly used closed questions.

- There was an interview with the Municipal Manager of Koukamma Municipality, who is also the champion of the IDP. This interview assisted in identifying the poverty alleviation projects, their strategies, successes and challenges.

- The researcher read extensively on literature related to the topic of the research and did an in-depth content analysis. The content analysis looked at the concept of IDP and its relevance relating to local government within the South African context. It also analysed poverty and its origins. South African legislation relating to the importance of IDP in the local sphere of government was also used as a source of information, including the actual IDP of Koukamma Municipality.

1.7 DEFINITION OF CONCEPTS

- Integrated development planning

It is a five-year plan which local government is required to compile to determine the key development needs of the municipality. The projects within the IDP are linked to the municipal budget and the performance management system of a municipality. It can further be defined as a tool that sets out the vision, needs, priorities, goals and strategies of a municipal council (Carrim 2001: 1-2).

- Poverty

Lacour & Tissington (2011) define poverty as an extent to which an individual has lack of resources. It is a general scarcity, severely affecting of the state of one who lacks a certain amount of material possessions or money. It is a multi-faceted concept which includes social, economic and political elements.

- Local economic development

It is an approach to economic development in the developing world that places importance on activities in and by cities, districts and regions. It can further be defined as a process whereby local actors work together with the private sector and non-governmental organisations to shape and share the future of their territory and create
better conditions for economic growth and employment generation. This is done through the competitive use of local resources with the final aim of creating descent jobs and sustainable economic activities (World Bank Urban Development Unit 2005).

- **Local government**

The sphere of government closest to the people which is in a better position to satisfy the needs, desires and aspirations of local communities. Many basic services are delivered by a local municipality and local ward councillors are the politicians closest to communities (Ismail *et al* 1997:2).

- **Public participation**


### 1.8 OUTLINE OF CHAPTERS

**Chapter 1**

- The first chapter focused on the introduction of the research report

**Chapter 2**

- The second chapter dealt with the literature review. It related the relevant literature to issues in the research question, pointing out how the literature enlightened the issues, provided theoretical background and assisted with sub foci and or methodology selection.

**Chapter 3**

- This chapter did a detailed description of the research methodology used. This included a description and motivation of the methodology, how the data collection tools and data interpretation procedures were developed and what
they looked like, as well as a motivation for the items used in the tools and interpretation format

Chapter 4

- This chapter focused the interpretation of the data. It further justified the data as evidence and validated the evidence as knowledge as well as stated the theory used.

Chapter 5

- This included the conclusion, summary of findings, limitations of the research, recommendations to relevant parties and indicated areas of future research.

1.9 CHAPTER SUMMARY

This chapter highlighted the focus and the purpose of the study for the research, the research problem statement and the research question and sub questions. The chapter also briefly highlighted the delimitations of the study, objectives and research design. Lastly it further outlined what the study will discuss in each of the chapters that are to follow.

The next chapter, chapter 2, will do an in-depth analysis of the literature review related to integrated development planning, its legislative framework, local economic development and poverty.
CHAPTER 2
LITERATURE REVIEW OF THE STUDY

2.1 INTRODUCTION

This chapter explores the literature review on IDP and poverty. Poverty can be defined as being a condition of having insufficient resources, income and inability to meet basic needs. This review took into cognisance the historical context of integrated development planning, noting that the IDP came as a strategy and planning tool from the post-apartheid government, in order to strengthen grass-roots participation in development planning at the local government level. It can also be defined as a planning and implementation mechanism to help a municipality in assisting the local sphere of government to achieve developmental goals.

This chapter also looks at the Reconstruction and Development Programme (RDP), which is a post-apartheid policy aimed at eliminating poverty and inequality, and which also stresses the need for integrated and sustainable development. Public participation is a vital element of the IDP because one of its important stages is to ensure that the community and various stakeholders are part of its engagement process (Madzivhandila & Asha, 2012). Of crucial importance is also the legislative framework of IDPs which this chapter also reflects upon.

Rogerson (2001) shows that Local Economic Development (LED) is an integrated, multi-disciplinary approach aimed at poverty alleviation through pro-poor economic growth. Discussions about LED were also reflected upon as it is inextricably linked to the IDP, and this link is important in order to ensure that there is alignment of LED activities with the IDP. Thus, it is crucial to ensure that the planning and implementation of municipal LED activities are carefully coordinated and initiated within the context of the municipal IDP. Intergovernmental Relations (IGR) promotes coordination between the three spheres of government; namely national, provincial and local, and the municipal IDP is the key instrument of coordination between the three spheres of government.

Discussions within this chapter are relevant because they seek to respond to some of the research questions stated in chapter 1. Some of the key points it will touch on is
to try and define what an IDP is and its context within the local government sphere and its legislative framework.

2.2 HISTORICAL CONTEXT OF IDP

The newly democratic government post-1994 was tasked with overcoming the societal ills left by the apartheid government in South Africa. This required that new principles of democratic participation be adopted, especially focusing on municipalities as the local sphere of government (Binns & Nel, 2002). The African National Congress (ANC), as the new government post-1994, was faced with addressing the issues, such as poverty and inequality, they inherited from the apartheid government. South Africa was one of the most unequal societies in the world and the government post 1994 saw the need to strengthen grass root participation by promoting the notion of developmental local government.

At grass root level in municipalities, developmental local projects could be achieved by ensuring that there is integrated development planning. Pre-1994 municipal planning was very much technical and top-down in its approach, there was no participation from stakeholders such as communities; rather development was based on the needs of the privileged groups in society. The land was controlled and there was racial segregation amongst communities socially and economically. It was predominantly sector based, with transport, land usage and infrastructure plans being prepared by municipal departments in isolation from one another. Planning was not concerned with the social and economic issues of development such as poverty alleviation, social health and inequality (DPLG, 2000).

As a reaction to this inappropriate way of planning, in the 1990s various forums came up with the idea of integrated development planning. This idea of planning was also recognised internationally. The focus was on a holistic perspective in issues of development, and even in technological and environmental issues there was integration (DPLG, 2000). The ANC in 1992 proposed a new way of municipal planning through integrated development planning. It emphasised the idea of integration with communities and other stakeholders in development planning. This idea of planning rejected the apartheid privilege of geography and institutional
structures, and rather focused on ensuring integrated and sustainable development and on delivery.

2.3 DEFINING THE INTEGRATED DEVELOPMENT PLANNING PROCESS

Pycroft (2000) states that the IDP means different things in different contexts, which can confuse and dilute the message and impact on its process. The Department of Local Government defined integrated development planning as:

“A participatory approach to integrate economic, sectoral, spatial, social, institutional, environmental and fiscal strategies in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and marginalised” (DPLG, 2000, p15).

The IDP is an instrument to help municipalities achieve their developmental goals by bringing together various functions and objectives of municipalities. Debates around South Africa have highlighted that the IDP should promote grass roots participation in its planning processes and that local government should be a key player in the development process. An important element of the developmental local government’s responsibility is for each municipality to produce an IDP (Binns & Nel, 2001). IDPs are local versions of the RDP, grounded in infrastructural planning and development, and upon which rests the crucial linkage between meeting the basic needs of the community and fostering more competitive economic activities. The IDP is aimed at enabling integrated development and management of a municipal area by a municipal council (DPLG, 2000). Various important aspects will be elaborated upon below:

a. The Reconstruction And Development Programme (RDP)

The RDP is one of the ANC policies created to eliminate poverty and inequality through an integrated and sustainable programme. It saw the need to bring together strategies in order harness resources in a coherent and purposeful manner for future generations. These strategies were implemented in the National, Provincial and Local spheres of government, parastatals and organisations within civil society working with the framework of the RDP (ANC, 1994). The core focus of the RDP was the people belonging to disadvantaged communities; hence its primary focus was on ensuring that the people are provided with the means to meet their basic needs. Just like the
IDP, its emphasis was also on grassroots empowerment, highlighting that people should be active participants in their development. It was not about delivering services to a passive society. The national and provincial spheres of government stress the need for the local sphere of government to intensify its relationship with the local communities and find sustainable ways of meeting their needs and improving the overall quality of their lives (RSA, 1998).

In striving towards developmental local government, municipalities are expected to maximise social and economic growth by ensuring the conditions are conducive to create employment opportunities (Nel & Binns, 2001). Municipalities are also required to lead the process with communities and other stakeholders in the development process. They are also required to build social capital in finding solutions in development sustainability. Thus the local spheres of government as policy makers have a very important role to play in developmental local government and have to be strategic, visionary and influential.

b. Developmental Local Government

Developmental local government is a local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs to improve the quality of their lives (Fuo, 2013). Pre-1994 planning was largely top-down and at the local level this was done on a racially segregated basis which largely reflected the felt needs of the privileged white minority. Development Local Government post-1994 was given the responsibility of promoting empowerment and redistribution. It has to ensure that the provision of household infrastructure and services, such as electricity, water and sewage, is a priority to those who have little or no access. It has to address the issue of creating liveable, integrated cities, towns and rural areas in which the spatial legacy of apartheid is addressed. Developmental local government highlights the importance of LED, whereby municipalities have to facilitate ways of ensuring job creation and other mechanisms that can boost the local economy (Fuo, 2013).
c. Stages of Integrated Development Planning

IDP is a process whereby municipalities prepare a strategic development plan for a period of five years, reviewed annually. It is stipulated in the Municipal Systems Act that a new council has to develop its IDP which will guide them over a five-year period, reviewed annually. Integrated development planning is a very interactive and participatory process which requires involvement of many stakeholders. Because of its participatory nature it takes a municipality approximately six to nine months to complete an IDP and this timing is closely related to the municipal budgeting cycle. It is a primary strategic planning instrument which guides and informs all planning, budgeting, management and decision making in a municipality. Its legal status hails from the Municipal Systems Act which mandates all municipalities to undertake an integrated development process to produce integrated development plans. The IDP is a legislative requirement and it has a legal status that supersedes all other plans and guide development at local government level (DPLG, 2000). The IDP consist of five stages namely the analysis, strategies, projects, integration and approval.

i. Analysis

The analysis phase explores the issues faced by communities; these may vary from basic services to crime and unemployment. When these issues have been identified, they are then prioritised according to their urgency. It is important for local government to establish the causes of these problems so that they may be able to make informed decisions about them, taking into consideration stakeholder perceptions as well. Community participation is very important because it is the community who raise the challenges at this stage of the IDP, challenges which are affecting the residents. Prioritisation is key because the municipality may not have enough resources to fix all the challenges raised but may allocate scarce resources to the issues that are more important and urgent (DPLG, 2000).

ii. Strategies

When the problems affecting people of a certain area have been established as per the previous stage, it is then the duty of the municipality to address the problems. At this stage, the vision of the municipality must be formulated. This is a statement
indicating the ideal situation the municipality would like to achieve in the long term. This is the situation the municipality would find itself in once it has addressed the problems identified in the analysis phase. Once the priority issues are identified in the analysis phase they need to be translated into development objectives. These are statements of what the municipality would like to achieve in the medium term, to address the issues and also contribute to the realisation of the vision. The objectives should bridge the gap between the current reality and the vision. Once the vision has been developed then there needs to be strategies to give effect to that vision. These strategies will show how the municipality will reach that vision. The strategies will also result in the identification of projects. Public debate is then encouraged at this stage (DPLG, 2000).

iii. Projects

The municipality has an obligation to ensure that the projects identified have a direct linkage to the priority issues and the objectives that were identified. It must also be clear on the target group and the location of the project, when it will commence and end, who will be responsible for managing it, how much it will cost and where the money will come from. Furthermore, targets and indicators are formulated to measure the performance and impact of the project (DPLG, 2000).

iv. Integration

Once projects are identified, the municipality must make sure that they are in line with the municipality’s objectives and strategies, and also with the resource framework and comply with the legal requirements. Furthermore, this phase is an opportunity for the municipality to harmonise the projects in terms of content, location and timing, in order to arrive at a consolidated and integrated programme; for example, aLED programme (DPLG, 2000).

v. Approval

Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. The council must look at whether the IDP identifies the issues that affect the area and the extent to which the strategies and projects will
contribute to addressing the problems. The council must also ensure that the IDP complies with the legal requirement before it is approved. Furthermore, before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft. Once the IDP is amended according to the input from the public, the council considers it for approval (DPLG, 2000).

vi. Provincial assessment

Within ten days of adoption of the municipal IDP, a copy thereof, together with the process plan and the framework of the IDP, must be submitted to the Member of Executive Council (MEC) of the province for assessment. The Municipal Systems Act does not require the MEC to approve the IDP, only to assess that the IDP complies with the requirements of the Act and also that it is not in conflict with IDP’s and strategies of other municipalities and organs of state (DPLG, 2000).

2.4 PUBLIC PARTICIPATION IN THE IDP

The IDP is a community based approach to planning for the development of a particular local area. It attempts to respond to the issues of poverty, unemployment and inequality (Govender & Reddy, 2011). In planning for development it is crucial that all stakeholders and communities are included (Heydenrych, 2008). The IDP is participatory in nature, it is also a strategic development plan that is developed in consultation with the communities, and it further guides all planning, budgeting, management and decision making of a local sphere of government (Madzivhandila & Asha, 2012). It brings together under one roof different stakeholders, with the purpose of defining and promoting their interests (Tshabalala & Lombard, 2009). It should benefit communities in a particular jurisdiction and they should be informed, consulted and allowed to participate in the planning process that concerns their future. Municipalities should ensure that in the IDP processes, there is adequate representation from community members.

The South African government sees the community participation element in the IDP as one of the ways in which government links and interacts with the communities. It is also highlighted in the White Paper on Local Government (1998) that the participation process of the IDP between government and communities should be a
mutually beneficial process, where communities are actively involved in the decision making process. Govender and Reddy (2011) state that the rationale behind the implementation of the IDP is also to assist communities with resolving challenges that they are experiencing (Govender & Reddy, 2011). The IDP also strengthens coordination between different stakeholders, which assists them also to understand the different developmental dynamics that may exist in a particular area (Ingle, 2008). Methods for community participations prescribed by legislation include the use of IDP representative forums and ward committees.

2.5 IDP REPRESENTATIVE FORUM

The IDP Representative Forum is aimed at ensuring that there is adequate representation of community members in the IDP consultative processes. This forum ensures that the interests of stakeholders and citizens are taken into consideration in the IDP process (Nzimakwe & Reddy, 2008). The stakeholders and community members are given a platform to debate, negotiate and come up with decisions regarding their development initiatives in their areas. It also serves as a performance monitoring tool for the planning and implementation of the IDP. The ward committees of each area are expected to ensure that community members are well represented in the IDP process (Ababio, 2007). This can also be achieved through community based planning where the ward committees develop and link ward priorities to the IDP process. They have the responsibility of ensuring that these priorities reflect the needs of the citizens. Community participation is thus vital in the process of integrated development planning and in developmental local government.

2.6 STAKEHOLDERS IN THE IDP PROCESS

The municipality is a stakeholder in the IDP process because it guides the development plans in a local municipality. Councillors are also stakeholders because they are given an opportunity through the IDP to make decisions based on the needs and aspirations of their constituencies. Communities are a primary stakeholder because the actual IDP document is based on community needs and priorities. Communities are given a chance to participate in identifying their most important needs. The IDP process further encourages all stakeholders who reside in and conduct business within a municipal area to participate in the preparation and
implementation of the development plan. National and Provincial Sector Departments are stakeholders because a lot of services are delivered by Provincial and National Government at local level; for example police stations, clinics and schools. It is vital for municipalities to consider the programmes and policies of these departments. The departments should participate in the IDP process so that they can be guided on how to use their resources to address local needs (DPLG, 2000).

2.7 LEGISLATIVE FRAMEWORK OF THE IDP

The various relevant items of legislation are discussed below:

a. The first piece of legislation is the overarching Constitution of the Republic of South Africa, in which chapter 7 focuses on the nature and role of local government. The Constitution states that the municipalities have a developmental duty to prioritise meeting the needs of disadvantaged communities, whilst section 152 (1) (c), states one of the objectives of local government is to promote social and economic development (RSA, 1996).

b. The Local Government Municipal Systems Act (Act 32 of 2000) prescribes that municipalities must adopt and follow a process to draft, consider and adopt an IDP. Furthermore, the Municipal Finance Management Act (Act 56 of 2003) states in section 21 that:

“the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget-related policies are mutually consistent and credible” (MFMA 56 of 2003, section 21)

Secondly it is further stated that at least 10 months before the start of the budget year, the municipal Council must table a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget, annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act and the budget related policies; tabling and adoption of any amendments to the IDP and budget related policies.

c. The 1998 White Paper on Local Government identifies the IDP as a key tool of local government which is concerned with promoting the economic and social
development of communities. Linked to the IDP is a broader package of instruments which includes performance management tools, participatory processes and propositions on service delivery partnerships. The White Paper emphasises the role of the IDP in providing a long term vision for a municipality, setting out the priorities of an elected council, linking and coordinating sectoral plans and strategies, aligning financial and human resources with implementation needs, strengthening the focus on environmental sustainability and providing a basis for annual and medium term budgeting.

2.8 THE IMPORTANCE OF AN IDP

The IDP allows municipalities to use their resources effectively. It assists the municipality to focus on the most important needs of local communities, taking into consideration the resources available at local level. The municipality then finds the most cost-effective ways of providing services and money will be spent on the causes of problems in local areas. It is also important because it assists in speeding up service delivery in the sense that it identifies the least serviced and most impoverished areas and points to where municipal funds should be spent. Implementation is thus made easier because the relevant stakeholders have been part of the process. It provides deadlock breaking mechanisms to ensure that projects and programmes are effectively implemented through developing realistic project proposals based on the availability of resources. It also helps in attracting additional funds because government departments and private investors are willing to invest where municipalities have clear development plans (DPLG, 2000).

Through the active participation of all the important stakeholders, decisions are made in a democratic and transparent manner; thus it is said that the IDP strengthens democracy. The IDP allows for municipal resources to be used to extend services to the poor, assisting in eliminating the legacy of apartheid. It also provides coordination between the local, provincial and national spheres of government. These different spheres of government are encouraged to work in a coordinated manner to tackle the development needs in a local area.
2.9 LOCAL ECONOMIC DEVELOPMENT (LED)

Related to integrated development planning, LED is an integrated approach to development which is aimed at alleviating poverty and encourages economic growth (Rogerson, 2001). It is aimed at bridging the gap between the second economy and the first economy by supporting economic activities in local government (Stohr, 1990). With the rise of developmental local government in South Africa, there is a need for new innovative ideas to encourage economic growth that will also address the developmental backlog and plug the employment gap (RSA, 1998). In finding ways to encourage economic growth and alleviating poverty, LED uses local resources and skills. LED comprises elements such as partnership, ownership, empowerment and participation. One can define it as a process whereby partnerships between governments, community based groups and the private sector are established to alleviate poverty, create employment opportunities and ultimately sustain the livelihoods of an area (Rogerson, 2000). The emphasis is on utilising local resources (Stohr, 1990). With LED, there is an investment and partnerships between private and community sectors and between public and private agents (Nel 2001). According to Helmsing (2003), the World Bank states that LED’s primary mandate is to build the economic capacity of a particular area so that there is quality of life for all who live in it. In this process the public, businesses and non-governmental sector partners work collectively to create better conditions for economic growth and generation.

2.10 IDP AND LOCAL ECONOMIC DEVELOPMENT

LED is a process in which local governments and community based groups manage their existing resources and enter into partnership agreements with the private sector or with each other to create new jobs and stimulate economic activity in an economic area (Zaaijer & Sara, 1993). LED may be regarded as sub-national action, usually sub-state and sub-regional, taking place within the context of the local labour market (Bennet, 1990). It is also concerned with developmental local government; however it also works closely with the private sector and other development agencies to build partnerships that will ultimately create employment, boost the economy and end the scourge of poverty. It is very important that LED plans are aligned with the IDP as it is the mechanism for coordinating LED strategies with other development strategies of the institution. The IDP, in supporting LED initiatives, can package projects and
programmes and present them to other spheres of government, donor organisations and investors with the aim of securing funds and promoting socio-economic development (DPLG, 2000b).

2.11 INTERGOVERNMENTAL RELATIONS (IGR)

IGR promotes cooperation between the three spheres of government. IGR also emphasises that the spheres of government should work in a coherent and seamless manner rather than in a disjointed fashion. Co-operative government must be cohesive and aimed at securing the wellbeing of the people of South Africa through effective service delivery. The spheres of government must work together to realise the broad priorities that have been set by national government and finally, the spheres of government should be able to assess their own implementation of policy and legislation and self-correct where necessary so that they can ensure that they realise the objectives of policy and legislation.

The focal point of coordination and alignment for all three spheres is at local government level. The IDP is a key instrument of coordination between provincial and local government. A credible IDP must demonstrate awareness by the municipality of its role and place in the regional provincial and national context as well as the degree of intergovernmental action and alignment to government wide priorities. The involvement of provincial and national government in the formulation of a municipal IDP is important to the development of localities (DLGTA, 2011).

2.12 POVERTY

Poverty can be defined as a condition of having insufficient resources and income. It can be said that it is also a lack of basic human needs to sustain one’s self, such as food, clothes, shelter, water and health services. The World Bank (2005) defines poverty as lack of shelter, being sick and not able to see a doctor, losing a child to illness brought on by unclean water, powerlessness, lack of representation and freedom. Balogun (1999) defines poverty as a condition whereby society struggles to survive and maintain a basic standard of living due to a lack of resources. Englama & Bamidele (1997) assert that poverty, in both relative and absolute terms, refers to a situation where people cannot provide sufficiently for their necessities or essential human requirements such as clothing and decent accommodation, food, the fulfilment
of social and economic responsibilities, have access to productive employment, lack of skills, resources and confidence; furthermore, they have restricted admission to economic and social infrastructure. Absolute poverty is the lack of means necessary to meet basic needs such as food, clothing and shelter, whilst relative poverty takes into consideration the individual’s social and economic status compared to the rest of society. Poverty is also a lack of access to health, water, sanitation and roads. Without these necessities, people are deprived of their well-being and thus lack capabilities. Fallavier (1998) defines poverty as a component of segregation as it was inherited from the apartheid regime. He views it as a deprivation trap that denies people the right be part of society in a productive manner. Solon (1999) raises another definition of poverty where he stresses the economic impacts of poverty, stating that the poor communities are those whose economic opportunities are limited by parental, wealth, race, religion and other traits. Poverty is also defined by the African Development Bank (ADB 2003) as an income level below a socially accepted minimum. The definition also widens to include precariousness, vulnerability and insecurity and exclusion from social life.

2.13 CAUSES OF POVERTY

According to the World Bank’s (2007) poverty data states that South Africa is a country with the highest rural poverty with a score of 86%. It further states that its roots are corruption and poor governance, poor land utilisation and land tenure system, civil wars and unending political conflicts, poor infrastructure, diseases and poor health facilities. The World Bank (1990) and the United Nations (1995) state that poverty has numerous causes which include lack of income and productive resources sufficient to ensure sustainable livelihood, hunger and malnutrition, ill health, limited or lack of access to education and other basic services, increased morbidity and mortality from illness, homelessness, inadequate, unsafe and degraded environment, social discrimination and exclusion. It is also characterised by lack of participation in decision making in civil, social and cultural life (World Bank, 2001).

2.14 CHAPTER SUMMARY

Critiques of the IDP have raised concerns as to whether the IDP is a relevant tool to bring about change in the lives of the people. Such critiques relate to issues of limited
community awareness, participation and understanding of community members regarding the IDP and its process, limited stakeholder involvement in the IDP process, scarcity of poverty alleviation programmes at municipalities and little transparency in the IDP process. However, it is clear to see from this chapter that implementing the IDP at municipalities is of crucial importance as it is a compliance issue with the legislative requirements, not only with local government legislation but with the Constitution of the Republic of South Africa (1996). When the projects are implemented holistically, are integrated and participatory, they have proven to reduce poverty in a multi-faceted way. Lastly, through LED, livelihood opportunities, of which jobs and skills development are examples, are created for local communities. Poverty is an important element of this chapter because if all the stages of the IDP are followed and projects are implemented effectively, then that relieves the burden of poverty in the poor communities.

This chapter dealt with the issues as described above, and the next chapter, chapter 3, deals with show the study area, the research design, methodology, delimitations of the study and ethical requirements.
CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter dealt with a literature review of both the IDP and poverty, taking into consideration all the relevant legislative frameworks. This chapter is intended to provide a detailed explanation of the research design and methodology of the study. The focus of the study is quantitative; however there is a qualitative element, which was utilised; thus a mixed method approach was adopted. The study area is Koukamma Municipality, and a certain population of the area was issued with questionnaires to complete and an in-depth interview was conducted with the municipal manager of the Municipality. This chapter further explains the study area, delimitations of the study and ethical requirements.

3.2 STUDY AREA

Koukamma Municipality is situated in a small town called Kareedouw. The area is estimated to be about 150 km from Port Elizabeth in the Eastern Cape. It lies on the R62 on the border of the Eastern Cape and Western Cape provinces and is about 8 km from the N2 towards Cape Town. It has two regions; namely the coastal and the inland zones. The coastal side occupies the Tsitsikamma, which has tourism as the main economic hub whilst on the inland side there is the Langkloof, with agriculture as the main economic hub. The municipality is rural in nature and due to this factor; the area has a low population. The population was estimated at approximately 43 869 in the 2016 census (STATS SA, 2016).

Below is a map of the Sarah Baartman District Municipality, which Koukamma Local Municipality falls under:
3.3 RESEARCH DESIGN

The main purpose of this study was to assess the effectiveness of the (IDP) as a poverty alleviation tool in Koukamma Local Municipality. Trochim and Land (1982) saw quantitative research as a glue that holds the research project together, mainly because it structures the research in a way that reveals all the elements of a research project, such as samples, measures, treatments and programmes that will ultimately work together in order to address all the main research questions. The focus of the study was mainly quantitative, however, but there is a qualitative element, which was also utilised; thus a mixed method approach was adopted. Both quantitative and qualitative data collection tools were used and such tools were a questionnaire which had closed ended questions and a semi structured interview. The questionnaire was issued to the community members which is a quantitative method and the interview
was with the Municipal Manager of the chosen municipality which is a qualitative method. According to Cohen (1980) quantitative research is defined as social research that employs empirical methods and empirical statements. Cresswell (1994) further explains quantitative research as a type of research that explains phenomena by collecting numerical data that are analysed using mathematically based methods. The study had a quantitative data element because 100 community members were given surveys to complete that assessed their level of satisfactions with the IDP as a poverty alleviation mechanism of the municipality. On the other hand, a semi structured interview was conducted with the manager of the municipality and this shows a qualitative element to the study.

3.4 RESEARCH METHODOLOGY

Research methodology can be defined as the general approach the researcher takes in carrying out the research project (Leedy & Ormrod, 2001). In quantitative research, the researcher collects data that is subjected to statistical treatment in order to support or contest other knowledge claims. Cresswell (2002) alludes to the history of quantitative research stipulating that it originated in the school of physical sciences especially in physics and chemistry. In quantitative research, mathematical methodologies of data analysis are utilised. Cresswell (2002) further highlights other trends of quantitative research such as research design, testing, measurement and statistical analysis. At certain instances, the researcher may also use the enquiry methods to ensure alignment with statistical data collection methodology. Embedded in quantitative research, one can highlight three key features; namely descriptive, experimental and casual comparative (Leedy and Ormrod, 2001). The descriptive approach seeks to look at the situation as it exists. It also involves identification of attributes of a particular phenomenon, based on an observational basis or the exploration of the correlation between two or more phenomena.

Another key feature of quantitative research is experimental research wherein there is an effort to control certain variables which can be controlled and then other variables can be systematically manipulated. The main purpose of controlling and manipulating variables is to see if the variables being manipulated influence the results of the data. Finally here is casual comparative research where the researcher looks at how
independent variables are affected by the dependent variables and thus assess the relationship between the variables (Campbell and Stanley, 1963).

According to Lincon and Guba (1985) some of the elements of quantitative research methods are to maximise objectivity, replicability and generalisability of findings. In this method, it is crucial that the researcher sets aside his/her experiences, biases and perceptions so that objectivity can be assured and conclusions can be drawn from the findings. Quantitative research methods utilise tests or surveys as data collection tools and is heavily reliant on probability theory. These methods are deductive because inferences from tests of statistical hypothesis result in general inferences about the characteristics of a population. They assume that there is a single truth that exists, independent of human perception.

Hiatt (1986) describes qualitative research methods as one that is focused on discovering and comprehending experiences and perspectives of the respondents in the research. It looks deeply at meanings, purposes and realities. It also involves an interpretative approach to the world through data collection tools such as interviews, photographs and recordings. In this study, the researcher mainly used a quantitative research method; however, as mentioned before, there is a qualitative element, which was utilised; thus a mixed method approach was adopted. This method of research is one in which quantitative and qualitative methods, techniques or other paradigm characteristics are mixed in one overall study. The benefit of this is that it is not restricting but rather an expansive and creative form of research that ultimately seeks to answer the research questions (Johnson and Onwuegbuzie, 2004).

3.4.1 Survey Questionnaire

A questionnaire was drawn up, which was completed by a certain population of the community. A total of 100 people was sampled from the areas of the municipality, representative of the coastal (Tsitsikamma) and the inland areas (Langkloof). The survey was targeted at people who are 18 years old and above. The respondents were randomly selected and were representative of the entire community. The main aim of the questionnaire was to assess the kind of impact that the IDP had on communities in helping to reduce poverty. The first section of the questionnaire gathered biographical information of the respondents. This looked at their age, gender and race.
The second section looked at their socio-economic profile; for example family size, source of income and educational levels. This section also analysed their access to basic services, as highlighted in the municipal IDP. Balogun (1999) defines poverty as a condition of having insufficient resources, income and a lack of basic services, as discussed in chapter two which provides the literary foundation for the empirical research.

The final section of the survey then looked at the implementation of the IDP, how communities viewed the IDP process; that is if they were knowledgeable about it and whether or not they had poverty alleviation projects in the area. Harris and Brown (2010) allude to the fact that questionnaires are usually viewed as a more objective research tool that can produce generalisable result due to the large sample size.

A questionnaire is a very traditional way of conducting research that seeks to describe reality. The questionnaire that was used in this study was categorised under a quantitative approach, as there was a large sample of 100 people that had to be surveyed. Wright (2012) indicates that this method is used when a researcher is dealing with a large population and needs results to be representative and statistically relevant. Questions were formulated as closed ended questions. According to Gerber (2016), questions that are closed ended are conclusive in nature as they are designed to create data that is easily quantifiable. The fact that questions of this type are easy to code makes them particularly useful when trying to prove the statistical significance of a survey’s results. Furthermore, the information gained by closed ended questions allows researchers to categorise respondents into groups based on the options they have selected (Gerber, 2016).

Participants were given a choice from different possible answers to choose from. The advantages of using questionnaires include: complete anonymity for participants, they are inexpensive to administer, easy to compare and analyse, an arguably large proportion of data may be sourced from them and questionnaires are easier to construct, as many samples already exist (Gerber, 2016). Furthermore, questionnaires are flexible in the sense that they can be combined with other methods to produce richer data; for example in this study the survey was combined with an interview. Lastly, they have internal and external validity, because a survey which is based on some form of random sampling technique will produce a sample which is
representative of the particular population under study and will produce findings which may be generalised to the wider population (Mathers, Fox & Hunn, 2007).

3.4.2 Semi Structured Interview

In addition to the survey questionnaire a semi structured interview was conducted face to face with the Municipal Manager of the institution, who is also the champion of the IDP. Polit and Beck (2006) define an interview as a method of data collection in which one person (an interviewer) asks questions of another person (a respondent). An interview is one of the most commonly used methods of data collection. The reason for doing a semi-structured interview was to allow the respondent to freely give strategic information that was useful in the research conducted. The interviewer also diverged from quantitative research to pursue an idea or response in more detail. The interview provided a context where the participant was able to ask for clarification, elaborate on ideas, and explain perspectives in their own words (Harris and Brown, 2010). The main aim of the interview was to find out the poverty alleviation mechanisms, plans and strategies of the municipality, including the successes and challenges of the IDP as a poverty alleviation tool. The concept of LED was further discussed in length highlighting the projects that the municipality is embarking on. Rogerson (2001) states that IDP and LED are interlinked, as they are both integrated approaches to development. He further states that in finding ways to alleviate poverty and encourage economic growth, LED uses local resources and skills (Rogerson, 2001). The researcher asked questions orally in English and then wrote down the answers. This also allowed for the clarification of questions and probing of respondents to accurate answers.

Semi-structured interviews are flexible, they are scheduled in advance at a designated time, location is normally outside everyday events, they are organised around a set of predetermined questions, other questions emerge from the dialogue and they usually last from 30 minutes to several hours (DiCicco-Bloom and Crabtree, 2006). An interview guide, usually including both closed ended and open ended questions, is prepared; but in the course of the interview, the interviewer has a certain amount of room to adjust the sequence of the questions to be asked and to add questions based on the context of the participant’s responses. It has been suggested that the
interviewer usually maintains control over the interview, asking questions, but contributing little else (Sorrell and Redmond, 1995).

Before the interview commenced, the researcher explained to the respondent the purpose of the interview, clarified the topic under discussion, explained the format of the interview, including the approximate length of the interview, assured confidentiality, asked permission to use a recorder and explained who would listen to the recording, assured the respondent that he/she may seek clarification of questions, assured the respondent that he/she may decline to answer a question, and finally, assured respondent that there was an opportunity during the interview to ask questions.

3.5 DELIMITATION OF THE STUDY

The research study was restricted to the Koukamma Municipal area.

3.6 ETHICAL REQUIREMENTS

All ethical requirements were adhered to in conducting this research. The researcher applied for permission to conduct the research and the respondents were assured of their anonymity.

3.7 CHAPTER SUMMARY

In summary, the intention of this chapter, as mentioned in the introductory remarks, was to discuss the research design and methodology that the study utilised. It was also noted that the key respondents were the community members, who are directly affected by poverty, and the Municipal Manager, who is the champion of the IDP and its projects. It noted the study area where the research took place, in this case the Koukamma Municipal area. Data collection methods, being semi structures interviews and a survey questionnaire, also revealed that this study was mainly quantitative; however there was a qualitative element, which was utilised; thus a mixed method approach was adopted.

The next chapter, chapter 4, will present the findings of the research in terms of the biographical information, socioeconomic profile, conditions of basic services and issues related to IDP implementation. Both quantitative and qualitative aspects of the study are presented in the chapter.
CHAPTER 4

FINDINGS

4.1 INTRODUCTION

The previous chapter discussed extensively the research design and methodology. The current chapter, then, focuses on the findings of the study. There are two data collection methods that were used to collect data. These methods were a questionnaire which targeted community members of the Koukamma Municipality and an interview targeted at the management of the municipality.

The first section of this chapter focuses on the findings from the questionnaire, and it takes into cognisance the biographical information, socio economic profile, condition of basic services, the actual implementation of the IDP and the poverty alleviation strategies within the IDP. The second section of the chapter looks in depth at the findings from the interview conducted with management of the institution and focuses more especially on the local economic development of the area and its projects, programmes, its successes and challenges. These findings are then used to discover whether or not the IDP of the municipality has an influence in poverty alleviation in the area.
4.2 BIOGRAPHICAL INFORMATION

The survey was administered to 100 residents of Koukamma Municipality.

**Figure 4.1: Ages of the respondents to the questionnaire.**

The majority of the people (72%), who filled in the questionnaire, were between the ages of 18-30, whilst ages 31-40 were at 32% and the remaining 8% were the elderly people aged 41-60.

**Figure 4.2: Race of the respondents to the questionnaire**
In terms of race, 31% of the people were African, 59% coloured and 10% white people. This is in line with the statistics that show that most people who reside in the area are coloured and black people.

**Figure 4.3: Gender of the respondents to the questionnaire**

![Gender Chart](image)

In terms of the gender profile, 62% of them were females and only 38% were males.

### 4.3 SOcio Economic Profile

**Figure 4.4: Number of people living in one house**

![Number of people per household Chart](image)

In terms of the socio economic profile, the survey shows that most of the people live with large numbers in their homes. The survey shows the number of persons per household, with 1-3 people at 33%, with 4-6 people at 56%, with 7-10 people at 11% and 10+ people at 0%. 

32
In addition, the people of Koukamma Municipality are largely reliant on seasonal work and social grants as their source of income. Most of the people in the area are unemployed. The survey shows 47% unemployed, 12% self-employed, 30% dependent on seasonal work, 11% employed.

The survey shows that most of the people do not have a formal qualification with 42% of them below matric, 30% do have matric, 10% post matric
certificate and only 8% with a degree/diploma and none with a post graduate qualification.

**Figure 4.7: Residential area of the respondents**

In terms of the residential area, most people (52%) who filled in and returned the survey were from the Langkloof area which incorporates settlements such as Misgund, Louterwater, Joubertina, Krakeel and Kareedouw. The remaining 48% resided on the Tsitsikamma side, comprising Cold Stream, Mandela Park, Woodlands and Clarkson.

### 4.4 CONDITIONS OF BASIC SERVICES

The following part about basic services is important, because the literature review of this study defines poverty as a condition of having insufficient resources and income. It is further said that poverty can be related to a lack of basic human resources to sustain one’s self, such as food, clothes, shelter, water, health care and various other basic services.
The majority of the respondents revealed that even though they have access to roads, they are in a bad condition as illustrated in the pie chart above. This may be due to potholes on tarred roads, and the prevalence of gravel roads. In terms of the findings from the respondents 60% of them said the roads were bad, 32% said they were fair and only 8% said they were good. It is important to have good roads in Koukamma as it is a tourist attraction area and it also has an agricultural sector that exports apples, which could improve the economy and the livelihoods of the community through employment in the factories and businesses.

Figure 4.9: Access to sanitation.
The survey shows that people in Koukamma have access to fair sanitation services. The majority, 73% responded that the sanitation was fair, 16% said it was good whilst the remaining 11% said it was bad.

Figure 4.10: Access to electricity in Koukamma Municipality

The community has access to electricity with 42% saying the electricity is fair, 35% good and only 3% of them responding that it was bad. The response takes into cognisance issues such as load shedding, and other power interruptions. Power failures might affect the business sector of the area which will then affect the economy and poverty levels.

Figure 4.11: Access to water in Koukamma Municipality.
The residents do have access to water; however, 60% of the residents indicated that the water is in a bad condition, whilst 22% said the water is fair and the 18% said they had access to good quality water.

Figure 4.12: Access to recreational facilities in Koukamma Municipality

Recreational facilities include parks and sports fields. More than half, 52% of the community responded that the available facilities were in good condition whilst 30% of them said they were fair and only 18% of them said they were in a bad condition.

Figure 4.13: Access to housing in Koukamma Municipality
Housing remains a challenge in the Koukamma Municipal area, with 70% of the respondents living in bad RDP houses, 20% indicated that the houses are fair and only 10% responded the houses are in a good condition.

The next section, section 4.5 below shows the ratings of IDP implementation.

4.4.1 IDP IMPLEMENTATION

In this section, respondents were asked about their knowledge of IDP projects.

Figure 4.14: Knowledge of IDP projects in Koukamma Municipality

As illustrated in the above figure, the majority of the residents (70%) claim that they do not have knowledge about the IDP, whilst only 30% of them do. This is concerning as IDP implementation has an important public participation element.

Participants were then asked if they knew how to participate in IDP processes. Figure 4.8 below shows the responses.
Figure 4.15: Participation in IDP processes in Koukamma Municipality

The large majority, 85% of the respondents do not know how to participate in IDP processes whilst only 15% of them said they do. Again, it seems like councillors and ward committee members are ignoring the public participation role of the IDP. Next, participants were asked to indicate whether they knew of any IDP projects taking place in their municipal area. Figure 4, 9 below depicts the responses.
Slightly more than half of the respondents (55%), agreed that there are municipal projects taking place in their areas, whilst 23% responded that there are no projects and the remaining 22% seemed to be unsure about projects in their respective areas.
Whilst the respondents show that there are municipal projects taking place in their areas, these seem to be incomplete, with 72% of respondents disputing that there are successfully completed projects, 18% being unsure and only 10% agreeing that there are completed projects.

Just more than half, 53% of the respondents said they were not satisfied with the quality of work in the projects provided to them, 40% responded that they are satisfied and 7% were unsure.
Figure 4.19 below depicts respondent’s opinions as to whether they benefit from completed IDP projects in their area.

Figure 4.19: Beneficial value of IDP projects for residents of Koukamma Municipality

A large number of the residents (62%), were of the view that they did not benefit from the projects implemented in their areas whilst only 38% of the respondents replied that they did benefit from the projects implemented in their respective areas.

These findings complete the quantitative aspect of the study. The next section will reveal the qualitative findings.

4.5 FINDINGS FROM THE INTERVIEWS WITH THE MUNICIPAL MANAGER

Four different issues were discussed with the Koukamma municipal manager: access to water, electricity, roads, housing as well as LED in the region.

4.5.1 Water

Access to clean water for human consumption is a challenge in the Koukamma Municipality due to ageing infrastructure however there has been a great improvement on service delivery of water, particularly bulk water for human consumption and sanitation. However, there are still areas that are struggling. There are plans,
supported by the Department of Water and Sanitation (DWS), to turn the situation around; for example in an area called Misgund, currently the community is still drinking water through the provision of boreholes, but the municipality has a plan to build a bulk water infrastructure for human consumption.

4.5.2 Roads

There has been a great improvement in the road network infrastructure with the recent investment by South African National Road Agency (SANRAL) on the R62, where close to R160 million has been invested. Also, with the municipal internal roads there is an investment of R30 million. These roads had been gravel roads and recently are in the process of being converted into tar and others into paving. The importance of having good roads impacts a number of variables, like economics, community benefits including ability to integrate and connect communities, as well as promoting access to services and better urban and rural livelihoods of communities. All of these variables impact the main economic activities of the region, namely tourism and agriculture.

4.5.3 Electricity

There has also been an improvement in the bulk electric infrastructure of the region, where close to R2 million has been invested by Eskom, with the support of the Department of Energy (DoE), in the Koukamma Municipal area.

4.5.4 Housing

In terms of Housing there is an amount of R15 million from the Department of Human Settlements that has been allocated for the implementation of the Housing Total Rectification Programme.

4.5.5 Local Economic Development

a. Wind farms

The municipality remains with the challenge of creating sustainable jobs for the community of the area, largely because it is an agricultural area and also relies on tourism, so jobs are seasonal but also based on a semi-skilled workforce. This means
that in terms of levels of income sometimes it is unable to address the poverty levels that are being experienced. The municipality is trying to turn around the economic pillars of the area. One of the opportunities which the municipality is exploring is the new wind turbines that have been introduced in the area, where close to R3 billion has been invested by Cinergy. This is still in the initial stage in terms of contributing to the economic change of Koukamma Municipality. In this project 47 jobs have been created and special attention has been given to local beneficiation of Small Medium and Micro Enterprises (SMMEs) which are based within a 50km radius of where the wind turbines are located. The main aim is to improve their socio economic conditions by creating job opportunities and training them for the necessary skills to work on the project. This project involves the construction and operation of a wind farm with installed capacity of about 100MW. The wind farm consists of 31 turbine generators and associated infrastructure.

b. **Extended Public Works Programme**

Another project that is contributing to an economic change in Koukamma Municipality is the safety net called is the Extended Public Works Programme (EPWP). It is a relief project, and it is not sustainable in terms of high levels of income; however it does give people some relief to have some resources, at home. In this project the Koukamma Municipality allocated R3million from the Department of Roads and Public Works for the 2016/2017 financial year. This project will create employment opportunities in beautification and improving the visual outlook of internal roads in the settlements of Woodlands, Stormsriver and Louterwater. The key projects under consideration for this allocation include achieving the following outputs which are envisaged to change the lives of the communities in the designated areas: paving of roads, provision of storm water drainage and kerbing/cleaner environment, improved image, skilled workforce in paving, brick laying and land scraping.
c. Community Works Programme

Recently Koukamma Municipality also secured 750 jobs through the Community Works Programme (CWP) with the support of the National Department of Cooperative Government and Traditional Affairs (COGTA) that will be introduced in the whole of Koukamma. This may last for the next 2-3 years. However, the municipality is still looking for something of high quality that will give people a productive income and have self-sustainable initiatives so they can function on their own. CWP is an innovative offering from government to provide a job safety net for unemployed people of working age. It provides a bridging opportunity for unemployed youth and others who are actively looking for employment opportunities. The programme provides the participants with extra cash to support themselves in their search for full time or part time employment. The programme participants do community work, thereby contributing to improvements that benefit all community members. The objectives of CWP as highlighted by COGTA (2016) are:

- To provide an employment safety net. The CWP recognises that sustainable employment solutions will take time particularly in reaching marginal economic areas as in the case of Koukamma Municipality.
- To contribute to the development of public assets and services in poor communities.
- To strengthen community development approaches.
- To improve the quality of life for people in marginalised economic areas by providing work experience, enhancing dignity and promoting social and economic inclusion.

The participants of the programme will work for 8 days a month at a rate of R81 per day. The programme will bring relief in the job scarce communities of Koukamma. The programme is not biased to people receiving any other grant and it is lenient to allow people to pursue other employment opportunities. Recipients may re-register on the waiting list again after the short term job opportunity has come to an end. CWP presents opportunities for communities to participate in the identification of a wide array of useful work to be done in their own areas through the establishment of Local Reference Committees to advise the site management team and assist with the
identification of participants, community needs, work priorities and other relevant activities.

d. *Honey Bush Tea*

Koukamma Municipality, together with the Sarah Baartman District Municipality, have entered into a public private partnership with Heights Tea Estate to support the economic participation of five local cooperatives in the Honey Bush Tea Industry. This will result in 200 job opportunities and participation in the value chain. Honey Bush Tea is an indigenous and unique single origin product to the Southern Cape particularly in the Langkloof. It has been established that there is an enormous shortage in supply for the local markets and growing demand and sustainable export demand from well-established herbal tea, organic and especially health products markets in the United States of America (USA), Canada, Europe and United Kingdom (UK). This resource has also made a unique entry point to the fastest growing sector “Ready to Drink” market across the world. It has a significant demand for functional drinks as consumers settle towards products with well defined health and wellness benefits.

Funding received from Heights Tea Estate is R1 525million, for upgrading of the Honey Bush Tea building, investigation of where the honey bush tea can be grown in the municipal land and its sustainability and purchasing of plant and equipment for harvesting. The project is making good progress with the Department of Economic Development Environmental Affairs (DEDEA) injecting additional funds to the tune of R2 998million to complete the establishment of a single origin cradle to grave Honey Bush operation that will deliver the yield volume and quality of production necessary to take advantage of a significant shortage in supply to global markets and rapidly increasing consumer demand for functional health products. The goal is to produce a commercially viable scale in excess of 240 tons per year of global standard agricultural practise, including hazard analysis and critical control points for certified processed Honey Bush Tea.

The Sarah Baartman District municipality also contributed R300 000 for the mainstreaming of cooperatives and still strives to register an appropriate structure that will represent the cooperatives in the public-private partnership. Through the
appointment of Izele Transformation Services as the project consultant, the project managed to verify and confirm the involvement of 11 cooperatives with the assistance of the local non-profit organisation Living Lands and these cooperatives are frequently assisted to ensure compliance with other business level services.

e. **Agripark**

The municipality plans to develop an Agripark which is basically a networked innovation system of agro production processing, logistics, marketing, training and extension services envisaged to be located in the Sarah Baartman District Municipality. As a network, it enables a market driven combination and integration of various agricultural activities and rural transformation services. A group of local emerging farmers who have shown interest in this concept from the Misgund community have organised themselves and formed partnerships with the Department of Rural development and Agrarian Reform (DRDAR).

Eve Brand a farmer and a partner in the Agripark concept has commissioned a portion to the extent of 1.5 hectares of land where the park shed can be established in a very strategic area close to the community as well as the R62 and the rail line for proximity. The Langkloof Fruit Packers also incorporate a number of BEE farmers in the area. The organisation appraises this concept and anticipates that it will contribute in alleviating the long struggle of local emerging farmers to access the mainstream economy. The previously disadvantaged farmers have already spent much of their profits in procuring cool storage space from commercial farmers.

In addition, the Langkloof farmers have applied to the Department of Rural Development and Agrarian Reform (DRDAR) to source establishment funds to the amount of R72million by way of grants, subsidies, advances or otherwise, for the planning and development of a park shed and a cooling complex on the property described as the remainder, to the extent of 15,700 square metres, of the farm Misgund no 385, situated in the Koukamma Municipality, Division of Joubertina, Eastern Cape Province.

f. **Biochar Plant**
Koukamma Municipality, together with JNS Manufacturing which is a Kareedouw based Sawmill, intend to erect a Biochar Plant using waste produced from the establishment. The company and the municipality envisaged this concept after discovering that there are three other sawmills in its proximity that could also contribute and dispatch their waste materials to the project, to support the operation to function effectively. The benefits of the project are that it will boost the economy of the area, present job opportunities from long term to permanent, attract investment in the industry, grow and diversify the economy, create a greener environment and carbon credits. The purpose of the project is to generate Biochar that will be used by farmers to prevent the run of fertiliser downstream, which is destroying the ecology. The plant will also utilise invasive plants and other waste to fuel the plant whilst also creating jobs and presenting education and training opportunities. Moreover, a future use will be to generate energy. The concept supports and maximises opportunities relating to projects, commodities, technologies, economics, social development and environmental sustainability.

4.6 CHALLENGES

The first challenge is that there is only one IDP coordinator in the municipality, meaning that there is only one person dealing with the IDP besides the Municipal Manager who also oversees the functioning of entire institution. The necessary structures of the IDP are not sitting as they should for example the IDP steering committees and the IDP representative forums. In addition there are also no good working relations between the IDP coordinator and the directors of the municipality namely, technical services, community services, finance and corporate services. These directorates don’t adhere to time frames of the IDP in terms of submitting inputs and they do not take part in consultative meetings in order to respond to community concerns.

The other major challenge that the municipality is facing is the capacity to raise revenue collection that threatens sustainability of the municipality, in the sense that the services rendered need to generate income to sustain it. Thus, these economic opportunities mentioned above hopefully, if they succeed, will bolster the municipality’s revenue stream which currently is coming in dribs and drabs, and the uncertainty undermines the sustainability of the quality of services.
4.7 CHAPTER SUMMARY

This chapter revealed the findings of the study. As mentioned in the introductory remarks, the study utilised a survey and interviews as the main data collection tools. Interviews were conducted with the municipal manager of Koukamma Municipality and the survey was administered to the citizens of the area. The information gathered through the data collection tools was indicative of the progress, successes and challenges of the IDP as a poverty alleviation tool of the area.

The next chapter, chapter 5, will be based on the summary of findings, conclusions and recommendations of the study.
CHAPTER 5
CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION
The previous chapter focused on the research design and methodology used in this study. It further highlighted the location where the study was conducted, the biographical information, and the socio economic profile. It further investigated the condition of the services being provided by the municipality to the citizenry of the area. The chapter further assessed citizens' knowledge of the IDP and its processes. There were also findings presented from the interview with the Municipal Manager, highlighting the successes and challenges of the IDP projects ranging from infrastructure to local economic development projects. This chapter is the final chapter of the study. It will present the recommendations of the study and the concluding remarks. These recommendations and concluding remarks are based on the findings of the research.

5.2 SUMMARY OF FINDINGS
The findings show that in Koukamma Municipality, many people live in households with 4-6 members. They are largely reliant on seasonal work, as Koukamma is an area that is rich in agriculture and tourism. Most of the people do not have formal work.

The respondents do not have access to a quality road infrastructure network, while their sanitation and electricity infrastructure is fair. The quality of drinkable water is very bad in the area. In terms of the recreational facilities, a large number of them responded that they are good. This means that their sporting facilities are good. Housing remains a major challenge in the area, with 70% of the respondents not being satisfied with the quality of RDP housing provided to them.

In terms of the actual IDP, most of the respondents indicated that they do not have knowledge about it and they do not know how to participate in its processes. The findings also revealed that there are municipal projects taking place in the area; however, they are incomplete and the respondents were not satisfied with the quality
of these projects. It was also indicated that the community does not benefit from these projects implemented in their areas.

In the interview with the Municipal Manager, he indicated that water remains a challenge in the area because of aging infrastructure, and as a result some areas are still accessing water through boreholes. However, there are plans to build bulk water infrastructure. He also indicated that in terms of roads there is a plan through the South African National Roads Agency to convert all gravel roads into tar and some into paving. On the issue of electricity, the municipality is working closely with the Department of Energy and Eskom to ensure that all electricity related challenges are resolved. There has also been an investment by the Department of Human Settlements regarding the issue of housing.

Local Economic Development is the main economic driver of the area and there are significant developments in the pipeline; however they are also short term solutions. The municipality remains with the challenge of creating sustainable jobs for the community largely because it is an agricultural area and relies on tourism so jobs are seasonal but also based on a semi-skilled work force.

5.3 CONCLUDING REMARKS

The primary objective of this study was to discuss the IDP of Koukamma Local Municipality as a poverty alleviation tool. An in-depth literature study was analysed, focusing on IDP aspects in local government. It became evident that the IDP is very important in terms of promoting grass roots participation at local government level and in ensuring that there is a developmental local government. The legislative frameworks of IDPs were also taken into consideration with the Constitution of the Republic of South Africa (1996) and the Local Government Systems Act (No.32 of 2000) being the main ones.

The research methodology that was implemented was primarily quantitative however there was a qualitative element, which was utilised, thus a mixed method approach was adopted. There were two main data collection tools that were utilised by the study. One data collection tool was a questionnaire which was completed by 100 members of the community. The focus of the survey questionnaire was on gathering the
respondent’s biographical information, socio economic profile, their view of the condition of basic services and their knowledge around the IDP and its implementation. This section assisted in responding to some of the research questions, such as the poverty alleviation plans and strategies in the IDP and the level of satisfaction that the communities have in terms of the services that are rendered to them by the municipality. The second data collection tool was an in-depth interview that was conducted with the municipal manager of Koukamma Municipality. The interview also assisted in responding to the research questions in terms of challenges and successes of the IDP and poverty alleviation plans and strategies such as LED. The question of the IDP and what it entails within the context of local government was revealed in the literature review chapter.

In terms of the delimitations of the study, the research was restricted to the Koukamma Municipal area. All ethical requirements were adhered to when conducting the research. The researcher had applied for permission to conduct the research and the respondents were assured of their anonymity. Chapter four of the study revealed that the respondents of the questionnaire were not happy with the condition of their basic services. They seemed to have little knowledge of the IDP and its processes, which is a major challenge because it means that communities do not participate in their own development.

5.4 RECOMMENDATIONS

The following recommendations were derived from the findings captured in chapter 4 of this research report.

5.4.1 Recommendation 1

It is evident from the research findings that the communities of Koukamma have a lack of knowledge regarding the IDP and its processes. This means that they are not active participants in their own development but rather are passive. This may be termed as a top down approach to development, in which management imposes development on its citizenry. Key scholars in the field of development have alluded to the importance of a participatory/people centred approach to development in order to achieve sustainable livelihoods for rural communities, where people become active agents of their own development. Cornwall & Scoones(2011) speak about the work of
Robert Chambers, a key scholar in the field of development who emphasised the importance of a bottom up approach to development where communities are functional and people are involved and participate in their own development. This should be the case with the IDP as well, there should be adequate community participation and people should be empowered with skills and knowledge necessary to come up with their own development initiatives. If communities are involved then they will take ownership of the projects and will even protect them. They should be capacitated to be able to identify challenges, set goals for themselves and thereafter monitor and evaluate their progress.

5.4.2 Recommendation 2

The Literature Review in chapter 2 of this research project refers to the importance of public participation in the IDP processes. This is the integration of different stakeholders, the community and government in discussing the IDP and its projects and programmes. The IDP and its processes must be adhered to; community participation needs to be improved so that communities can influence decisions about the developments that are planned in their areas. It is very clear from the findings of the research as articulated in Chapter 4 that there is inadequate public participation in the IDP of Koukamma Municipality because a large percentage of respondents revealed that they do not know how to participate in the IDP processes. This study further recommends that all stages of the IDP should be adhered to including consultation with all relevant stakeholders and IDP representative forums. The lack of IDP representative forums takes away the importance of grass root participation in the IDP, as alluded to in the Literature Review in chapter 2 of this study.

5.4.3 Recommendation 3

It also became evident from the interview that the municipality is doing a lot of work with the private sector, especially when it comes to infrastructure projects and local economic development. It is recommended that the partnership between the public sector and the private sector be formalised through a signed Public Private Partnership (PPP) agreement. When the PPP is signed between the two parties, then the costs of the PPP project become clearer to parties, as well as all the terms and conditions. Moreover, both parties know of what is expected from each other. This will assist in
issues such as delays in completion of projects because in the PPP agreement it will be stipulated when the project is supposed to commence and when its end date should be.

It can also be stated in the PPP that skilling local residents of the municipality should be prioritised, so that they can be employed and thus reduce the poverty rate of the area. The World Bank supports PPPs and states that they need to be viewed from the perspective of poor people because they play a role in developing disadvantages communities. They can also improve infrastructure, thus stimulating economic growth that will eventually develop the poor people. They also advance important investments and hence contribute immensely to economic growth. They can improve the livelihoods of the poor by either focusing on creating jobs for them as a mechanism to reduce poverty or targeting them based on geographic and household criteria.

5.4.4 Recommendation 4

It is imperative that the municipality strengthens its Intergovernmental relations. It needs to work very closely with departments such as the Education Department. It is evident from the findings of this research that a large section of the population in Koukamma is illiterate; therefore, the Department of Education can assist in providing study assistance and bursaries for the poor communities. Chapter 2 of this study discussed in detail the concept of poverty, as it is said that “poverty is a condition of having insufficient resources and income”. The chapter also continues to state that poverty is also a lack of basic human resources to sustain one’s self, such as food, clothes, shelter, water and health services. Education and Healthcare are a competency of the provincial government; hence it is important that intergovernmental relations be strengthened because such departments need to assist with servicing the local disadvantaged communities.

5.4.5 Recommendation 5

The interview with the municipal manager revealed that there are projects that the municipality is currently working on to improve the livelihoods of its communities; for example infrastructure projects and local economic development projects. However there was no indication of maintenance strategies for those projects. This study further recommends that for all projects that are implemented by the municipality there should
be a clear maintenance plan for them. There should also be dedicated personnel responsible for the monitoring and evaluation of such projects. Priority should be given to local SMMEs and Cooperatives who have the necessary skills to work on the projects. That will assist in improving the economic circumstances of the communities.

5.4.6 Recommendation 6

It also became evident from the interview with the Municipal Manager that revenue collection is a major challenge in Koukamma Municipality. Some communities genuinely cannot afford to pay for rates and others are just refusing. This study recommends that the municipality deliver quality services to the communities so that they may be motivated to pay for their services. Moreover, the Finance department of the municipality should come up with robust initiatives in order to enhance revenue recovery and debt collection strategies, thus ensuring financial viability for the institution. It should also be ensured that the IDP of the municipality is aligned with the budget, as alluded to in the Municipal Finance Management Act 56 of 2003.

5.5 FINAL COMMENTS

This study set out to achieve the following aims, as outlined in chapter 1:

- To discuss the concept of the IDP and its significance in local government.
- To analyse the IDP and discover poverty alleviation plans and strategies to implement those plans.
- To establish the challenges and successes of Koukamma Municipality in relation to the IDP as a poverty alleviation tool.
- To provide recommendations based on the findings of the study.

These were met via the findings in chapter 4 as follows:

- The concept of the IDP and its significance in local government was discussed in-depth in the literature review chapter 2 of this study.
- The IDP of Koukamma Municipality was analysed both qualitatively and quantitatively in chapter 4 of the study. It was revealed that it contains basic services related to water, roads, housing, electrification etc. and local economic development. Furthermore communities were given questionnaires to assess
their level of satisfaction on the projects that the municipality is delivering to them and the processes of the IDP

- The interview with the municipal manager revealed that the major challenge on the implementation of the IDP projects is lack of capacity in the IDP unit and funding as communities do not pay their rates and services. The Municipality solely depends of grants such as the Municipal Infrastructure Grants etc. to sustain itself and to render services. Successes of the IDP were also highlighted in this chapter in terms of the projects.

- Lastly recommendations were provided in chapter 5 of this study. These recommendations include allowing the communities to be part of the IDP processes, forming PPP’s, strengthening intergovernmental relations and local economic development.
REFERENCES


Koukamma Municipality. 2015/2016. *Integrated Development Plan*


Statistics South Africa (2016) *Census*


ATTENTION: MR THOZAMILE SOMPANE
ACTING MUNICIPAL MANAGER
KOUKAMMA MUNICIPALITY
5 KEET STREET
KAREEDOUW
6400

REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN KOUKAMMA MUNICIPALITY

Dear Mr Sompani,

My name is Siphokazi Nonyukela and I am a Development Studies student at the Nelson Mandela Metropolitan University in Port Elizabeth. The research I wish to conduct is for my Masters Treatise is entitled "An assessment of Integrated Development Planning as a poverty alleviation tool in Koukamma Municipality". This project will be conducted under the supervision of Professor Mohammed Bayat (NMMU, South Africa).

I am hereby seeking your consent to approach the management of Koukamma Municipality and members of the public as respondents in the research.

Upon completion of the study I undertake to provide the municipality with a bound copy of the full research report. If you require any further information, please do not hesitate to contact me on 0783349028 or s207627642@nmmu.ac.za. Thank you for your time and consideration in this matter.

Yours sincerely,

SIPHOKAZI NONYUKELA
NELSON MANDELA METROPOLITAN UNIVERSITY

[Signature]

APPROVE/DECLINE

MR THOZAMILE SOMPANE
ACTING MUNICIPAL MANAGER
Dear Respondent

RE: IDP Survey Questionnaire

This questionnaire is an important part of the research for my Masters Research from the Nelson Mandela Metropolitan University in the field of Development Studies. The research is performed at Koukamma Municipality with the aim to examine the effectiveness of Integrated Development Plan as a poverty alleviation tool. It takes about 10 minutes to answer the questionnaire and I would appreciate your contribution to the research. Can you please answer all of the questions by ticking in the appropriate box. It is important that you read the questions carefully before answering. Your answers are confidential; no names appear on the questionnaire and the answers can therefore not be traced to each individual. If you need any clarity please contact Siphokazi Nonyukela at 0783349028. Thank you for your willingness to participate in this survey.

Yours sincerely

Siphokazi Nonyukela
Please indicate with a cross (X) in the appropriate box

1. BIOGRAPHIC INFORMATION

<table>
<thead>
<tr>
<th>AGE</th>
<th>18-30</th>
<th>31-40</th>
<th>41-60</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>RACE</th>
<th>AFRICAN</th>
<th>WHITE</th>
<th>COLOURED</th>
<th>INDIAN</th>
<th>OTHER</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>GENDER</th>
<th>MALE</th>
<th>FEMALE</th>
</tr>
</thead>
</table>

2. SOCIO-ECONOMIC PROFILE

<table>
<thead>
<tr>
<th>NUMBER OF PERSONS PER HOUSEHOLD</th>
<th>1-3</th>
<th>4-6</th>
<th>7-10</th>
<th>10+</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>SOURCE OF INCOME</th>
<th>EMPLOYED</th>
<th>SELF EMPLOYED</th>
<th>SEASONAL WORKER</th>
<th>UNEMPLOYED</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th>BELOW MATRIC</th>
<th>MATRIC</th>
<th>CERTIFICATE</th>
<th>DIPLOMA/ DEGREE</th>
<th>POST GRADUATE</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>RESIDENTIAL AREA</th>
<th>LANGKLOOF</th>
<th>TSITSIKAMMA</th>
</tr>
</thead>
</table>

3. BASIC SERVICES

<table>
<thead>
<tr>
<th>CONDITION OF BASIC SERVICES</th>
<th>GOOD</th>
<th>FAIR</th>
<th>BAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The community has access to proper roads</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The community has access to proper sanitation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The community has access to electricity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The community has access to clean water</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The community has access to recreational facilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The community has access to proper housing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. INTEGRATED DEVELOPMENT PLANNING (IDP)

<table>
<thead>
<tr>
<th>IDP IMPLEMENTATION</th>
<th>AGREE</th>
<th>DISAGREE</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have knowledge of the IDP?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you know how to participate in the IDP processes?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there municipal projects taking place in your area?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there successfully completed projects in your area?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are you satisfied with the quality of the projects in your area?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you benefit from the municipal projects in your area?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Annexure C: Interview questions for the Municipal Manager

Dear Respondent

RE: Interview

This interview is an important part of the research for my Masters Research from the Nelson Mandela Metropolitan University in the field of Development Studies. The research is performed at Koukamma Municipality with the aim to examine the effectiveness of Integrated Development Plan as a poverty alleviation tool in the area. The interview will take about 30 minutes and I would appreciate your contribution to the research. It is important that you understand all the questions carefully before answering and you can ask me to repeat where you have not understood. All information given will be treated with confidentiality and anonymity and will only be used for the purposes of this study. The main aim of this interview will be to find out the poverty alleviation mechanisms, plans and strategies of your directorate including your successes and challenges.

Thank you for your willingness to participate in this survey.

Yours sincerely

Siphokazi Nonyukela
Interview Questions with the Municipal Manager of Koukamma Municipality

1. What are the municipal objectives regarding poverty alleviation through the municipal IDP? (LED and Basic Services)

2. What plans and strategies does the municipality have in place to alleviate poverty through the IDP?

3. What projects in the IDP is the municipality currently implementing?

4. Are there any challenges that you are experiencing in the implementation of those projects?

5. Are there any projects that have been successfully completed? Please comment on them

6. What tangible deliverables achieved by the municipality so far as part of IDP implementation?

7. What are your general comments or views with regard to IDP implementation by the Koukamma Municipality with regard to poverty reduction targets?

Thank you for your willingness to participate in this interview.
Annexure D: Ethics form

**ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THeses**

*Please type or complete in black ink*

**FACULTY: BUSINESS AND ECONOMIC SCIENCES**

**SCHOOL/DEPARTMENT: DEVELOPMENT STUDIES**

I, (surname and initials of supervisor) **BAYAT M.S** the supervisor for (surname and initials of candidate) **NONYUKELA SC** (student number 207027642), a candidate for the degree of **DEVELOPMENT STUDIES** with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis): **INTEGRATED DEVELOPMENT PLANNING AS A POVERTY ALLEVIATION TOOL IN KOUKAMMA MUNICIPALITY**

considered the following ethics criteria (please tick the appropriate block):

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2.1 Are subjects/participants/respondents of your study:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Children under the age of 18?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(b) NMMU staff?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(c) NMMU students?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(d) The elderly/persons over the age of 80?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(e) A sample from an institution (e.g. hospital/school)?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(f) Handicapped (e.g. mentally or physically)?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3. Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3.1 Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4. Will the participant's privacy, anonymity or confidentiality be compromised?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>4.1 Are you administering a questionnaire/survey that:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Collects sensitive/identifiable data from participants?</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>(b) Does not guarantee the anonymity of the participant?</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
(c) Does not guarantee the confidentiality of the participant and the data?
(d) Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?
(e) Will create doubt whether sample control measures are in place?
(f) Will be distributed electronically via email (and requesting an email response)?

Note:
- If your questionnaire DOES NOT request respondents’ identification, is distributed electronically and you request respondents to return it manually (print out and deliver/mail); AND respondent anonymity can be guaranteed, your answer will be NO.
- If your questionnaire DOES NOT request respondents’ identification, is distributed via an email link and works through a web response system (e.g. the university survey system); AND respondent anonymity can be guaranteed, your answer will be NO.

Please note that if ANY of the questions above have been answered in the affirmative (YES) the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) representative.

and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.

Prof M.S. Bayat

SUPERVISOR(S)

5 July 2017

DATE

HEAD OF DEPARTMENT

Date

DATE

STUDENT(S)

Date

DATE

Student(s) contact details (e.g. telephone number and email address): 078 33 46028/s207007642@nmmu.ac.za

Please ensure that the research methodology section from the proposal is attached to this form.
Annexure E: Turnitin Report

<table>
<thead>
<tr>
<th>Nonyukela Guided Research Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORIGINALITY REPORT</strong></td>
</tr>
<tr>
<td>▼ 3% SIMILARITY INDEX</td>
</tr>
<tr>
<td>3% INTERNET SOURCES</td>
</tr>
<tr>
<td>0% PUBLICATIONS</td>
</tr>
<tr>
<td>0% STUDENT PAPERS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRIMARY SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 <a href="http://www.coghsta.limpopo.gov.za">www.coghsta.limpopo.gov.za</a></td>
</tr>
<tr>
<td>Internet Source</td>
</tr>
</tbody>
</table>

Exclude quotes: On
Exclude bibliography: On
Exclude matches: < 3%

72
Annexure F: Letter of declaration from the professional language editor

14 Carlisle St
Mount Croix
Port Elizabeth
6001
12 JULY 2017
082 723 5408

TO WHOM IT MAY CONCERN

EDITING OF REPORT: Ms Siphokazi Nonyukela (s207027642)

This serves to confirm that I edited Ms Nonyukela’s Masters in Development Studies treatise. This covered all aspects of language, punctuation and layout.

Yours faithfully

Ms L. Kemp

B. A. (Hons English); MBA