CHAPTER 1
GENERAL INTRODUCTION

1.1. INTRODUCTION

According to 2001 Census, Joe Gqabi District Municipality has a population of 341,831 people. It covers an area of some 26 518 square kilometres. The Joe Gqabi District Municipality is located in the northern part of the Province of the Eastern Cape. It borders Free State Province and the country of Lesotho to the north; Alfred Nzo and OR Tambo District Municipalities to the east; Chris Hani District Municipality to the south and the Northern Cape Province to the west. It is composed of four local municipalities, namely, !Gariep, Maletswai, Senqu and Elundini.

The languages spoken in the area are: IsiXhosa, Sesotho, Afrikaans and English. There are thirteen towns in the District, with the largest being Aliwal North with a population of about 40,000. Sterkspruit, Maclear and Mount Fletcher are secondary service and retail centres.

The Integrated Development Planning (IDP) exercise took the form of a democratic and participatory process. The process started with the advertisement of the dates for stakeholders’ participation in the process. The stakeholders included the representatives of the community groups such as the traditional leaders; the non-governmental organisations; faith-based organisations; community-based organisations; District Tourism Organisation; Agricultural Forum; local municipalities’ officials and councillors; and representatives of the sector departments (provincial and national departments), as well as, the officials and councillors of the District municipality.

The consultation process starts during September of each year for annual IDP reviews.
The following are the priority areas identified, that need some intervention:

- Economic Growth which includes the stimulation of the economy through increasing new investment;
- education and skills development;
- environmental protection and public economic infrastructure development;
- social growth which includes water and sanitation provision across the District, social infrastructure (housing, clinics, schools, etc) provision;
- addressing social issues (poverty, crime, unemployment, HIV and AIDS etc);
- governance and administration that deals with municipal financial viability and management;
- improved capacity for basic service delivery;
- improved capacity for supporting Local Economic Development (LED);
- building of partnerships and relations and improving cooperation and coordination, access to information, institutional capacity development;
- democratic governance, municipal institutional development and transformation, as well as, good governance and public participation.

The Integrated Development Planning process seeks to change the economic direction of the District, by bringing in more investment to the area. This will have an impact on poverty through the retention of existing job opportunities as well as the creation of an environment in which new investments can occur, so that more jobs can be created. This intervention will look at the District economy as a whole rather than micro focus on projects

The objectives of the Integrated Development Planning, therefore, are:

- to contribute towards eradicating the development legacy of the past;
- to make the developmental Local Government work; and
- to lay the foundation for community building and fostering co-operative governance.
The purpose of this study is to get to the bottom of the problem of non-coordination in government, seeking solutions to the problem, and making recommendations vis a vis resolutions. This will in turn assist in improving service delivery through a coordinated and focused approach by different role players. The District Municipality is 90% dependent on grants from national and provincial government (vertical transfers) in the form of equitable share and other grants. These grants, in most cases, are not based on the needs of the communities as identified during the IDP engagements. For effective utilisation of the resources, national and provincial plans and budgets should be aligned and directed to the needs of the community and not the other way round. The IDP process ensures this high level integration, to guarantee the granting and direction of the resources to where they are most needed

1.2. RATIONALE FOR THE RESEARCH

Currently there is a huge gap in terms of alignment of Government programmes from National, Provincial to Local spheres. There is no coordination of other efforts made by the private sector, non-governmental organisations, community-based organisations, faith-based organisations, traditional leadership and other role players.

There is also a different budget cycle between National/Provincial spheres and the Local sphere which affect the IDP. These all have a negative impact on service delivery. It is, therefore, important that the District IDP is aligned to national and provincial planning guidelines and is consistent with all District sector plans.

Budgets of the District Municipality (DM) and Local Municipalities have to be aligned with the District IDP. The District Municipality is a category C Municipality that has municipal executive and legislative authority in an area that includes more than one municipality. The Local Municipality is a category B municipality that falls within the area of the DM. It is also imperative that national and provincial departmental budget allocations also support the IDP. The research analyses the alignment of government programmes in all spheres (National, Provincial and Local); investigates how coordination of programmes by private sector, non-governmental organisations and other relevant stakeholders can be effected; and compares and links different budget cycles (financial years) between various government spheres.
1.3. RESEARCH QUESTIONS

The research will seek to address the following questions:

- What will be the strategies used to address the alignment gap between National, Provincial and Local Government programmes?
- How is the coordination of efforts by other role players handled?
- How does the different budget cycle among three spheres of government affect the IDP?
- What is the effect of non alignment and lack of coordination on government’s service delivery programme?
- How does integrated development planning assist in investment promotion in the area?

1.4. AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to evaluate the effectiveness of the IDP of Joe Gqabi District Municipality.

The study is intended to meet the following objectives:

- To determine the understanding or knowledge of Integrated Development Planning by the participants
- To establish if the Integrated Development Plan of the Municipality or District Municipality is assisting in alleviating poverty and/or creating an enabling environment for job creation
- To determine if the Integrated Development Plan of the Municipality and/or District Municipality is succeeding in ensuring the co-ordination of programmes with Provincial and National spheres, investment promotion and socio-economic development
- To determine if the IDP lays a foundation for community building at ward level
- To know whether the integrated and/or sustainable projects and programmes are being formulated through the IDP at ward level
- To understand the impact of the IDP on service delivery.
1.5. OVERVIEW OF CHAPTERS

**Chapter 1** provides the background and rationale for the study. The rationale of the study explains the importance and the focus of the current study. The aims and objectives of the study are also provided.

**Chapter 2** deals with the literature review. The chapter outlines the Integrated Development Planning Process and the IDP review process. The different role players in the IDP process are identified. These include the IDP Representative Forum, the government spheres in the IDP, the ward councillors and ward committees in the IDP, and the communities and community structures. The Joe Gqabi District Municipality’s Strategy for Development is presented in detail. Finally, the relationship between the District IDP, Provincial Growth and Development Plan (PGDP) and National Spatial Development Perspective (NSDP) are emphasised and outlined at length.

**Chapter 3** focuses on the research methodology of the study. The methodology includes the research design and sampling procedure used. The method and procedure used in the collection of data are clearly outlined. These include the interview schedule, formulation of the questionnaire, as well as, the document review. The chapter also deals with the methods used in analysing data as well as the ethical considerations.

The results of the study are presented and discussed in **Chapter 4**. These findings are categorised into different themes.

Finally, in **Chapter 5** a summary of the study is presented, some conclusions are drawn from the findings, recommendations are made with the IDP in Joe Gqabi District Municipality and possible areas of future research are delineated. Limitations of the study are also identified.
CHAPTER 2
LITERATURE REVIEW

2.1. INTRODUCTION

This chapter presents, in detail, the literature that was consulted and reviewed in relation to the study. A wide range of sources have been cited that give a background, purpose, significance, advantages and importance of the Integrated Development planning in the Municipal context. The linkage between the IDP and budget, as well as other planning tools in the other government spheres are clearly stated in this chapter.

2.2. INTEGRATED DEVELOPMENT PLAN CONCEPT

2.2.1 Defining Integrated Development Plan

According to the White Paper on Local Government (1998), section B (3.1.1), integrated development planning is a process through which a municipality can establish a development plan for the short, medium and long term and includes the following:

- an assessment of current social, economic and environmental reality in the municipal area.
- a determination of community needs through close consultation.
- an audit of available resources, skills and capacities
- a prioritisation of the needs in order of urgency and long-term importance.
- the development of frameworks and goals to meet these needs.
- the formulation of strategies to achieve the goals within specific time frames.
- the implementation of projects and programmes to achieve key objectives.
- the use of monitoring tools to measure impact and performance.
Planact Vol.3 (2001: 19), states that an integrated development plan for a specific municipality must reflect the council's vision for the long-term development of the municipality with emphasis on significant developmental and transformational needs of the community. The plan should also provide an assessment of the existing level of development in the municipality and reflect the specific council's governance as an integral component of the three spheres of government, a municipality's IDP should also be aligned with relevant national and provincial sectoral plans and planning requirements. Thus, a municipality's IDP forms part of the total development plan for the country as a whole and is binding on the municipality in terms of legislation.

The extent of an IDP is emphasised by the legal requirement that it has to state its spatial development framework, its operational strategies, its disaster management plans and its financial plan. A further requirement is that an IDP must state key performance indicators and performance targets to measure the extent to which a municipality gives effect to its IDP and to determine the efficiency and effectiveness of its administration and management.

According to http://www.etu.org.za/toolbox/docs/localgov/webidp.html... an Integrated Development Planning is a super plan for an area that gives an overall framework for development. It aims to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It should take into account the existing conditions and problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

“IDP is a process through which individual municipalities must obtain a strategic development plan for a five year period. Therefore, IDP is the first product of the development process. The plan should integrate all planning, budgeting and managerial activities in the municipality”, Joe Gqabi District Municipality (2007).
According to Planact Vol.3 (2001: 2), IDP is a strategic tool intended to enable municipalities to fulfill their developmental roles more effectively. Planact Vol.3 (2001:15), sees IDP as a tool that can help municipalities achieve developmental outcomes or results. The success of IDP must therefore be assessed in terms of the extent to which it has promoted: democratic, accountable government; provision of services to communities in a sustainable manner; social and economic development; safe and healthy environments; and involvement of communities in matters of local government.

According to Cloete and Thornhill (2005:128), an integrated development plan adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, as well as, all decisions regarding planning, management and development in a municipality; binds the municipality in the exercise of its authority within the framework of national and provincial legislation like a by-law binds all persons to the extent to which the parts of the integrated development plan imposes duties or affects the rights of those persons.

2.2.2 Purpose, objectives and goals of IDP

Subsection 152 (1)(a) of the Constitution, 1996 as last amended in 2003, states that the purpose of local government is to promote social and economic development. The Act provides specifically for development duties of municipalities towards which end a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community; to promote the social and economic development programmes.

To attain the constitutional objectives every municipality will have to devise a system of activities – a plan of operations – for attaining a specified objective for every particular matter. To give effect to constitutional and further legislative directives the new system of local government must be developmental, give priority to the basic needs of the community and participate in national and provincial development programmes.
Thus municipalities as constituent units of the sphere of local government have to integrate their services and government.

Towards that end municipal activities will have to be directed with planning to integrate with the purposes of the other two spheres of government, that is, National and Provincial Spheres.

The DPLG (now known as DCOGTA) (2002: i), identifies the purpose of IDP as follows:

- it contributes toward eradicating the development legacy of the past by ensuring that: a shared understanding of spatial and development opportunities are created; specific pro-poor strategies are being pursued; an overview of planned public and private investment is provided; mechanisms to promote social equality through participatory processes of democratisation, empowerment and social transformation are put in place; and instruments to address sustainability in its three facets: ecological, economical and social is created.

- it operationalises the notion of developmental local government through: integrated and sustainable projects and programmes; laying the foundation for community building; a strategic framework that facilitates improved municipal governance; providing a conduit for attracting investment by elaborating on clear and agreed upon medium term financial and capital investments; ensuring that more effective and efficient resource allocation and utilisation takes place; and monitoring and evaluating political accountability and municipal performance against documented decisions.

- it fosters a culture of co-operative governance, as it serves as a basis for communication and interaction between government spheres and sectors; ensures accountability and partnership by debating concrete issues, planning and resource allocation decisions; harnesses all public resources of the three spheres of government, behind common goals within a framework of municipal support; and promotes integration of sectorally divided departments at local level.
According to DCOGTA (2002:i) website, integrated development planning is one of the key tools used by the South African Government to tackle its new developmental role. From this website IDP is defined as a five-year strategic development plan for a municipality and serves as the principal strategic management instrument.

Section 29 (1) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), provides for the goals, processes, role-players and requirements for integrated development planning. The Act makes it obligatory for every municipality to undertake developmental planning to ensure that it will achieve the goals set out in the Constitution of 1996 as amended; give effect to its developmental duties; and contribute towards the realisation of particular fundamental rights contained in the bill of rights.

An Integrated Development Plan has a number of clear objectives and impacts. COGTA (2002:ii), identifies the following as key objectives & intended impacts:

- as a consultative process, IDP aims to become a tool for democratic local government by ensuring that: engagement is structured; participation is institutionalised; bottom-up and top down decision making processes of engagement are inter-linked; and a focused analysis takes place and a forum for debate on real issues affecting service delivery is created.

- as a strategic process, IDP aims to ensure that within a municipality: most effective and efficient use is made of scarce resources; innovative and cost and time saving solutions are sought for local problems; underlying causes and not symptoms are addressed; and integration of crosscutting and cross-dimensional issues are considered.

- As an implementation-orientated process, IDP aims to become a tool for better and faster delivery by ensuring that concrete project proposals are designed; planning budget links are made for feasibility; and institutional preparedness is addressed.
• “IDP is required to promote democratic and accountable local government and also ensure that services are rendered efficiently and effectively to local communities; obtain social and economic development for marginalised and formerly disadvantaged communities; create a safe and healthy environment; involve the communities in identifying their own needs and contributing to finding solutions for challenges faced by them; and ensure financial sustainability for development projects” (Cloete and Thornhill, 2005:120).

• According to Mohan (2006:1), the IDP is not seen as a process but an event, and more important for economic development, decentralisation and delivery is the issue of integrated services, which should be the cornerstone of the implementation of the IDP. Mohan is an exception in saying the IDP as an event, to all intents and purposes, it is a process.

• According to Craythorne (2003:151), the IDP must reflect: “the municipal council's vision for the long-term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs; an assessment of the existing level of development in the municipality, which must include an identification of communities without access to basic municipal services; the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs; the council's development strategies, which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation; a spatial development framework, which must include the provision of basic guidelines for a land-use management system for the municipality; the council's operational strategies; applicable disaster management plans; a financial plan, which must include a budget projection for at least the next three years; and the key performance indicators and performance targets”.
“One of the most important methods for achieving greater coordination and integration is integrated development planning. Integrated Development Plans provide powerful tools for municipalities to facilitate integrated and coordinated delivery within their locality” (White Paper on Local Government, 1998: 29 section B 3.1.1.)

Planact Vol.3 (2001: 14), identifies the following as the essential goals of integration:

- link the Sectoral planning requirements of municipalities [water services plans, environmental regulations, Land Development Objectives (LDO’s)]
- overcome line function divisions within government
- link and balance environmental, equity and economic growth requirements within planning processes.
- coordinate the delivery of infrastructure and services in specific localities.
- link visioning, planning, budgeting and the management functions of municipalities (and other organs of government)
- coordinate the development plans of urban and rural areas.
- coordinate development actions between municipalities and between local and district councils.
- link government's funding programmes with the priorities of local communities.
- repair the distorted, dysfunctional apartheid landscape
- promote spatial integration of urban and rural settlements.

Section 29 (1) of the Municipal Systems Act, 2000, provides for the goals, processes, role-players and requirements for integrated development planning. The Act obligates every municipality to undertake developmental planning to ensure that it will achieve the goals set out in the Constitution of 1996 as amended; give effect to its developmental duties; and contribute towards the realisation of particular fundamental rights contained in the Bill of Rights.
http://www.etu.org.za/toolbox/docs/localgov/webidp.html... identifies six main reasons why a municipality should have an IDP. These are: effective use of scarce resources; it helps speed up delivery; it helps to attract additional funds; it strengthens democracy; it helps to overcome the legacy of apartheid; and it promotes coordination between local, provincial and national governments.

2.2.3 Components of the Integrated Development Plan

According to this http://www.transport.gov.za/library/legislation/2000/chapter5.html..., the core components of integrated development plans are that, it must reflect:

- the municipal council vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs
- the council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality
- the council's operational strategies
- applicable disaster management plans
- a financial plan, which must include a budget projection for at least the next three years
- the key performance indicators and performance targets
The Constitution of the Republic of South Africa, 1996, section 41 (h) on the principles of co-operative and intergovernmental relations, requires that all spheres of government and all organs of state within each spheres must co-operate with one another in mutual trust and good faith by; fostering friendly relations; assisting and supporting one another; informing one another of and consulting one another on matters of common interest; coordinating their actions and legislation with one another; adhering to agreed procedures; and avoiding legal proceedings against one another.

Van der Walt and Helmbold (1995: 88), argue that a local government is autonomous and is entitled to regulate matters relating to itself; and that a local government must ensure that its administration is based on sound principles of public administration and public accountability in order to render efficient services to the persons within its area of jurisdiction.

2.2.4 Advantages of Integrated Development Plan

As the planning and strategic frameworks to help municipalities to fulfill their developmental mandate, the White Paper on local government (section B 3.1.1), identifies the following as the advantages of integrated development planning:

- Integrated Development plans enable municipalities to direct their financial and institutional resources towards agreed policy objectives and programmes.
- They are a vital tool to ensure the integration of local government activities within other spheres of development planning at provincial, national and international levels, by serving as a basis for communication and interaction.
- They serve as a basis for local government to engage with citizens and with various stakeholders and interest groups.
- They enable municipalities to weigh up their obligations and systematically prioritise programmes and resource allocations.
- They help municipalities to develop a holistic strategy for poverty alleviation.
Fray (2006:104), lists the advantages of IDP in local economic development as follows:

- It helps municipalities make more effective use of scarce resources.
- It enables municipalities to search for more effective solutions by addressing causes, rather than just allocating capital expenditure for dealing with symptoms.
- It helps to speed up delivery by providing a tool which guides where investment should occur.
- It encourages public participation and offers decision making mechanisms that will arrive at realistic project proposals taking into consideration the limited resources.
- Where there is clear municipal development plan, private investors and sector departments are more willing to invest their money.
- The IDP will strengthen democracy and institutional transformation through transparency and inclusiveness.

2.2.5 Linkage between IDP and Budget

White Paper on local government (Section B, 3.1.3), states that a Financial Plan involves producing a medium-term (5 years) projections of capital and recurrent expenditure. This means incorporating municipal Land Development Objectives (LDO's) and other strategies into the normal medium term planning for capital and recurrent expenditure.
Figure 1 shows how the priorities in the budget can change over the period of five years in order to achieve the IDP and the LDO's as influenced by the financial plan. (See diagram below)

<table>
<thead>
<tr>
<th>PLANNING</th>
<th>BUDGETING</th>
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<tbody>
<tr>
<td><strong>Long term</strong></td>
<td><strong>Vision</strong></td>
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<td>(up to 25 years)</td>
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<td><strong>Medium term</strong></td>
<td><strong>Integrated Development Plan</strong></td>
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<td>(up to 5 years)</td>
<td><strong>Financial Plan</strong></td>
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<td>(including LDOs)</td>
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<td></td>
<td>(including infrastructure investment plan on capital side)</td>
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<tr>
<td><strong>Short term</strong></td>
<td><strong>Key projects</strong></td>
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<td>(1 year)</td>
<td><strong>Annual Budget</strong></td>
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<td>(Annual Action Plan)</td>
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Figure 1: Relationship between planning & budgeting  

The White Paper on Local Government (section B, 3.2), requires that a municipality must set performance indicators, that is, key performance indicators (KPI's), against which it can measure its own performance. “Performance monitoring indicators need to be carefully designed in order to accurately reflect the efficiency, quality and value-for-money of municipal services ”, White Paper on Local Government (1998: section B, 3.2)

The Municipal Finance Management Act (no.56 of 2003) section 17 (36) states that when an annual budget is tabled it must be accompanied by measurable performance objectives for revenue from each source and for each vote in the budget, taking into account the municipality's Integrated Development Plan.

http://www.etu.org.za/toolbox/docs/localgov/webidp.html...states that once the IDP is drawn up all municipal planning and projects should happen in terms of the IDP. The annual council budget should be based on the IDP. Other government departments working in the area should take the IDP into account when making their own plans.
2.2.6 The IDP process

As in any planning process, the integrated development planning should be done in a series of steps. Hanekom, Rowland and Bain (1996:46), citing Kling, (1976:7-10), identify some steps in the planning process as: identification of needs; identification of clients; value formulation; development of goals; means identification, i.e. identifying objectives, weighing alternatives, and making a recommendation; implementation; and monitoring.

According to http://www.etu.org.za/toolbox/docs/localgov/webidp.html, before starting the planning process, an IDP Process Plan must be drawn up. This plan is meant to ensure the proper management of the planning process. The plan should outline: the structures that will manage the planning process; how the public can participate and structures that will be created to ensure this participation; time schedule for the planning process; who is responsible for what; and how will the process be monitored.

The process undertaken to produce the IDP consists of five phases, namely

- analysis phase,
- strategy development phase,
- project phase,
- integration phase and
- approval phase.

According to http://www.da-academy.org/idp1.html, Integrated Development Planning approach to development planning seeks to facilitate the direct engagement of people of all sectors in:

- identifying the key issues affecting their community, sector or country
- determining the priorities among these issues
- defining their vision
- proposing measures, be they, institutional, operational, legal or constitutional for addressing these issues
- proposing measures for formalising and institutionalising a participatory approach to planning for national development
- becoming involved in the design and implementation of the programmes and projects
- remaining involved in the monitoring, review and evaluation of the activities
The website claims that the IDP approach defines a new planning process that responds to the aspirations and needs of the people of the country and this is more likely to occur if the principles of partnership, participation, transparency and accountability inform the process.

### 2.2.7 IDP Review process

According to the Municipal Structures Act (no. 117 of 1998) section 19(2) : a municipal council must annually review: the needs of the community; its priorities to meet those needs; its processes for involving the community; its organisational and delivery mechanisms for meeting the needs of the community; and its overall performance in achieving the objectives as set out in the Constitution.

[http://www.etu.org.za/toolbox/docs/localgov/webidp.html](http://www.etu.org.za/toolbox/docs/localgov/webidp.html)...states that it should take 6 to 9 months to develop an IDP. During this period service delivery and development continues.

The IDP is reviewed every year and necessary changes can be made.

The IDP has a lifespan of 5 years that is linked directly to the term of office for local councillors. After every local government elections, the new council has to decide on the future of the IDP. The council can adopt the existing IDP or develop a new IDP that takes into consideration existing plans.

The executive committee or executive mayor of the municipality has to manage the IDP. They may assign this responsibility to the municipal manager. In most municipalities, an IDP coordinator is appointed to oversee the process. The IDP has to be drawn up in consultation with forums and stakeholders. The final IDP document has to be approved by the council.
2.2.8 Different role players in the IDP process

2.2.8.1 IDP Representative Forum

According to http://www.etu.org.za/toolbox/docs/localgov/webidp.html, all municipalities have to produce an Integrated Development Plan (IDP). The municipality is responsible for the coordination of the IDP and must draw in other stakeholders in the area who can impact on and/or benefit from development in the area. According to this website, the stakeholders in the IDP process include municipality, councillors, communities and other stakeholders, as well as, national and provincial sector departments.

http://www.etu.org.za/toolbox/docs/localgov/webidp.html... cites the DPLG as proposing that an IDP Representative Forum be established to encourage the participation of communities and other stakeholders. The Forum may include; members of the executive committee of the council; councillors including district councillors; traditional leaders; ward committee representatives; heads of departments and senior officials from municipal and government departments; representative from organised stakeholder groups; people who fight for the rights of unorganised groups e.g. gender activist; resource people or advisors; and community representatives.

The purpose of this forum is to: provide an opportunity for stakeholders to represent the interests of their constituencies; provide a structure for discussion, negotiations and joint decision-making; ensure proper communication between all stakeholders and the municipality; and monitor the planning and implementation process.

2.2.8.2 The role of different government spheres in the IDP

According to Cloete and Thornhill (2005:125), once an Integrated Development Plan has been completed and adopted by the Council, its implementation should be monitored.
The three spheres of government (National, Provincial, and Local) are interdependent and interrelated. According to Cloete and Thornhill (2005: 125), this implies that the local sphere of government cannot compile an Integrated Development Plan without acknowledging the possible involvement of the other two spheres. This means that the powers and functions of Provincial and National government institutions which affect planning should be taken into account. This assists the efficient and effective utilisation of all the available resources.

2.2.8.3 The role of ward councilors and ward committees in Integrated Development Planning

Ward Councillors play a role in the IDP planning process and build relationships with the communities. Ward Committees also play an important role in the development stages of the IDP process. They influence the process in a number of ways.

Planact Vol.3 (2001:13), suggests the following as roles of ward councillors in the IDP processes:

- strengthening the committee by drawing in as many community groups as possible.
- visiting ordinary citizens in the area to get a picture of their problems and needs.
- persuading the ward councillor on the Committee to provide members with a continuous flow of information.
- lobbying the local municipality to set up mechanisms or structures that will keep citizens abreast of new developments.
- attending public meetings hosted by the municipality, especially budgeting and planning meetings.
- using the media to put the view point across.
- meeting stakeholders outside the ward committee meetings. These include other councillors, municipal officials, business people in the area and others.
Cloete and Thornhill (2005:121), argue that an IDP enables a council to gain access to development resources, and to bring about accountable government and administration as well as involvement of the community in the planning. Councillors are afforded an opportunity to inform the community of the policies and actions of the council and to evaluate the success or failure of the council's policies for service delivery. These authors also state that an IDP affords the municipality's officials a valuable mechanism to inform the council about their executive actions. It also affords officials the opportunity to participate in formulating policy and planning guidelines within their capacity to give effect to council decisions.

2.2.8.4 The role of communities in the IDP process

According to Cloete and Thornhill (2005:122), it is accepted that all local communities should, through their municipalities, participate in the development of integrated development plans. They further state that, in particular it is required of a council to encourage and to create conditions for local communities to participate in the preparation, implementation and review of integrated development plans. It is important that the information be communicated effectively to the communities to participate. There are various organisations of communities such as business groups, community-based organisations and non-government organisations.

Patel (2005:1), states that through the IDP process, services are being delivered to communities that were excluded from local democratic government previously. According to his report “almost all municipalities have established ward committees to improve the link between government and communities. Community development workers are operational in some provinces. IDP Representative Forums are functional in most municipalities to ensure that government's plans are based on community needs.
Bekker (1996:40), citing Johnson (1984:164), defines citizen participation as a process wherein the common amateurs of a community exercise power over decisions related to the general affairs of a community. It is important that participation of citizens is ensured in the IDP processes. According to Bekker (1996:40), without citizen participation democratic government will cease to function as a democracy. The author argues that vibrant democracy insists, therefore, that citizen participation be positively encouraged by those in power.

Brynard (134-135) in Bekker (1996), identifies a number of arguments as to why participation in the planning process is considered to be important. The summary of these arguments is as follows: participation is a means of obtaining information about local conditions, needs, desires and educating the public; participation provides a mechanism to ensure the democratisation of the process of planning; participation has a creative potential in that the planning process is being linked to the outside world; participation is a means of fostering quality; and participation is a means of balancing the demands for central control against the demands for concern for the unique requirements of local government and administration.

2.2.9 Joe Gqabi District Municipality's Strategy for development

Figure 2 Schematic presentation of Joe Gqabi District Municipality's Strategy for development (Source: Joe Gqabi District Municipality IDP, 2007-2012).
The plan should integrate all planning, budgeting and managerial activities in the municipality”, Joe Gqabi District Municipality (2007). The “Joe Gqabi District Municipality Strategy for Development” is based on the eight priority areas that were decided during the District Municipality’s Growth and Development Summit (GDS) that was held from 21-23 February 2007. These are:

- timber cluster development programme
- tourism cluster development programme
- agricultural cluster development programme
- eradication of backlogs in water and sanitation
- municipal service upgrading in primary and secondary towns, key rural nodes and mobility corridors
- improvement of access and linkages to basic services to support the economy
- creation of a secure safety net
- governance and administration development programme

2.2.10 Relationship between the District IDP, Provincial Growth and Development Plan and National Spatial Development Perspective

Joe Gqabi District Municipality is one of the four Integrated Sustainable Rural Development Strategy (ISRDS) nodes in the Eastern Cape. O.R. Tambo, Chris Hani and Alfred Nzo are the other nodes. According to the former Premier of the Eastern Cape (Mrs Nosimo Balindlela), during the launch of the Provincial Growth and Development Plan (PGDP), the four nodes together contribute less than 8% of secondary output, yet contain 70% of the population.

All these District Municipalities have significant potential for growth of resource-based industries such as agro-processing, forestry and tourism. All these sectors are, however, underdeveloped.
According to the PGDP, public services and informal trade remain the dominant economic sectors in these regions and neither of which provides the basis for sustained and job creating growth. PGDP is aimed at creating a number of innovative measures that transfer skills and productive assets to the poor in order to facilitate their participation in the economy. Partnerships are considered to be essential to making the PGDP work. This will require new forms of co-operation between the spheres of Government, as well as partnerships with the private sector.

In the PGDP, bold targets have been set to grow the economy and reduce levels of poverty and unemployment. The following are some of these targets:

- economic growth rate of 5-8% per annum
- 80% reduction in the number of households living below the poverty line by 2014
- food self-sufficiency of the Province by 2014
- clean water for all by 2008
- elimination of sanitation backlogs by 2010

According to the PGDP, in order to deliver on the above targets, a clear strategy has been developed, articulated in the Framework for Growth and Development of 2004-2014.

The Strategic Framework argues for interventions along the “six planks” or strategic focus areas. These focus areas are:

- agrarian transformation and food security
- poverty eradication
- manufacturing and diversification and tourism
- public sector transformation
- infrastructure development
- human resource development
According to the Presidency, 2006, National Spatial Development Perspective (NSDP) is a set of principles and mechanisms for guiding infrastructure investment and development decisions. It is a shared understanding of the national space economy by describing the spatial manifestations of the main social, economic, and environmental trends. It is an interpretation of the spatial realities and the implications for government intervention.

The purpose of NSDP according to the Presidency is to: coordinate government action and alignment; provide a rigorous base for interpreting strategic direction; maximise overall social and economic impact of government development spending; enable a shared understanding of the national space economy; and provide a principle-base approach to coordinate and guide policy implementation across government.

The principles of NSDP include the following:

- rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key
- Government has a constitutional obligation to provide basic services to all citizens such as water, energy, health and educational facilities wherever they reside.
- beyond the constitutional obligation identified above, government spending on fixed investment, should be focused on localities of economic growth and/or economic potential in order to: gear up private sector investment; stimulate sustainable economic activities and create long-term employment opportunities.
- efforts to address past and current social inequalities should focus on people not places.
- in order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
The Presidency states that applying the NSDP will enable government to: focus investment and development interventions to ensure maximum and sustainable impact; capitalise on complementarities and facilitate consistent and focused decision-making; and move beyond mere focusing on integration and coordination procedures towards strategic coordination, interaction and alignment.

To ensure that the three spheres of government operate in a coordinated manner, every municipality’s planning activities have to be aligned with those of the other two spheres of government as well as with those municipalities which could be affected. In this regard Act 32 of 2000 requires municipalities to align their developmental planning with that of the national and provincial spheres as well as with those of other municipalities.

According to the Municipal Systems Act (2000), section 25 (1), each municipal Council must adopt a single, inclusive and strategic plan for the development of its municipality. The Act requires that this plan should: link, integrate and co-ordinate plans and take into account proposals for the development of the municipality; align the municipality's resources and capacity with the implementation of the plan; form the policy framework and general basis for annual budget; and be compatible with national and provincial development plans and planning requirements.

Cloete and Thornhill (2005:122) argue that the officials from various departments in the municipality should participate in the process of developing the integrated development plan. This assists to ensure that the requirements of all are met and to acknowledge the capacity of each to give effect to the contents of the plan. Both the management and junior officials should be actively involved in the preparation of an integrated development plan to ensure its smooth implementation.
2.3. CONCLUSION

A wide range of sources were consulted that elaborate the importance of integrated development planning in general. The current Integrated Development Plan of Joe Gqabi District Municipality, in particular, was discussed to show how the Municipality is doing in terms of planning. The literature reviewed range from books, legislation and conference papers to websites that demonstrate the importance of IDP in the municipal context. Different role players and their roles were outlined in the literature review.

In summary, the Integrated Development Plan must be regarded as a strategic tool for the municipality. It is central to planning-as such all the sector plans and strategy documents have to be aligned to the IDP. The IDP is mandated by the Constitution of the country. It involves the two-way consultation between government and the communities (it encourages bottom-up and top down approach, through feedback). The IDP is imperative for monitoring the performance of the municipalities. It plays a huge and critical role in service delivery and poverty alleviation. The integrated development planning process helps pull together the resources from the three spheres of government. The IDP promotes socio-economic development and, therefore, serves as an economic driver of the local economy. It safeguards the misuse of the public resources and enhances optimal usage thereof. It serves as a risk management tool and can be used in assessing risks as the planning is done jointly by different stakeholders. The IDP also assists in the promotion of efficient, effective and accountable governance.

Despite these wonderful features that the IDP possesses, the municipalities are not always successful in terms of its implementation. This is due to the number of various factors. These are some of the major factors contributing to this failure:

- Non-adherence to IDP process plan and thus starting very late with the process
- Non-alignment of programmes amongst the three spheres of government
• IDP not linked to the budget and service delivery implementation plan

• Resources (human, financial and material) not pulled together amongst the role players

• Non-involvement of private sector (business and commercial banks) and other social partners (non-governmental organisations, traditional leaders) and institutions of higher learning (Universities and Further Education and Training) in the planning process

• Disregard for the role of ward committees in ward-based planning

• Being not considerate about the importance of public participation, as the major beneficiaries of the IDP
CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

This chapter highlights the different methods utilised in conducting the study. It starts with the research design of the study. This is followed by sampling procedure, data collection methods, the participants of the study, data collection tool, and data analysis. Finally, ethical considerations are drawn out of the study.

3.2. RESEARCH DESIGN

Both qualitative and quantitative research designs have been used. This has ensured that there was a necessary data that led to the attainment of the aims and objectives of this research.

According to Babbie and Mouton (2001: 270), qualitative research is especially appropriate to the study of those attitudes and behaviours best understood within their natural setting, as opposed to the somewhat artificial settings of experiments and surveys. It uses qualitative methods of gaining access to research subjects. It also uses the qualitative methods of data collection and qualitative methods of analysis.

Babbie and Mouton (2001: 49) state that when we talk about the quantitative paradigm in social science, we have a number of related themes in mind. These include an emphasis on the quantification of constructs; a related topic concerns the central role of variables in describing and analysing human behaviour; and the central role afforded to control for sources of error in the research process.
3.3. SAMPLING

According to Babbie and Mouton (2001: 164), sampling is the process of selecting observations.

Both probability and non-probability sampling methods have been used. For probability sampling technique, a random sampling was used. Babbie and Mouton, 2001, state that probability sampling remains the primary method for selecting large, representative samples for social science research.

Social research, according to Babbie and Mouton, is often conducted in situations where one cannot select the kinds of probability samples used in large-scale social surveys. In this case non-probability sampling was used. In this particular research, purposive or judgemental sampling techniques were used.

This technique allowed for the selection of the sample on the basis of own knowledge of the population, its elements, and the nature of the research aims.

3.4. METHODS AND PROCEDURE USED IN THE COLLECTION OF DATA

Ethics approval to conduct the study was requested and obtained from the Ethics Committee of the Nelson Mandela Metropolitan University. The study supervisor and the Faculty of Arts at the University, also gave an approval for the study. In addition, Joe Gqabi District Municipality gave permission to the researcher to conduct the study in the municipalities in its area of jurisdiction. This permission was particularly given by the Municipal manager of Joe Gqabi District Municipality, Mr Zolile Williams.

After the approval was obtained, the researcher started to conduct the research at two wards, one at the Elundini and the other at Maletswai local municipalities.
3.5. PARTICIPANTS

Research participants included the following groupings:

- Community Development Workers (CDW's)
- Municipal officials
- Telephonically with municipal officials, councillors, organised community structures, and community representatives
- Both ward councillors and ward committees
- Interviews with representative groups. These are the organised groups such as farmers unions, non-governmental organisations and other community-based organisations
- Personal interviews with Community Development Workers, ward committees and government representatives

3.5.1 Criteria for selection of participants

Criteria for inclusion of participants in the study were the following:

- Gender
- Age groups
- Participants had to be working and/or living at the Joe Gqabi area of jurisdiction
- Ethnic groups
- Position held in the case of Municipal officials
- Information pertaining to the IDP

3.6. DATA COLLECTION

For this study, the following research methods were used to collect data:

3.6.1 Interview schedule

These interviews were conducted using both the semi-structured interview and the structured interview.
3.6.2 Questionnaire
The research was conducted using both the focus group and individual research project participants.

In the case of the focus group, the group of respondents were gathered together and asked the questions as a group. Please find attached questionnaire (annexure A) for the kind of questions asked. The questionnaire for research project participants is attached as annexure B in this document.

3.6.3 Document review
Various documents have been reviewed as part of the study. The following documents were reviewed: the current IDP document of the municipality, different pieces of legislation and regulations that govern integrated development planning, such as, the Constitution, Municipal Systems Act, White paper on Local Government, National Spatial Development Framework, Provincial Growth and Development Plan and District plans and strategies, such as Spatial Development Framework and sector plans.

3.7. DATA ANALYSIS

Qualitative data was analysed using thematic content analysis. The quantitative data was analysed using descriptive analysis which was limited to frequencies of occurrence and percentages. Thematic analysis is a coherent way of organizing or reading some interview material in relation to specific research questions. In this study, the researcher analysed data according to the themes that were developed. Coding was used as the procedure for data analysis.

According to Babbie and Mouton (2001:412), to conduct a quantitative analysis when other research methods are employed, you often must engage in a coding process after the data has been collected. As this particular research includes both qualitative and quantitative research types, coding was considered the most suitable procedure for data analysis.

The interviews were conducted in IsiXhosa and all the transcripts were translated into English by the researcher before the data was analysed.
3.8. ETHICAL CONSIDERATIONS

The Focus group interviews were conducted in a closed room, where the confidentiality and privacy for the participants was ensured. The researcher provided the questionnaire with information sheet to all the participants. This informed them on why the study was being conducted. The aim and objectives of the study was clearly stated to the participants.

The following ethical issues have been taken into consideration in conducting this research:

- Voluntary participation: the participants were not forced to reveal personal information about themselves that may be unknown to their friends and relatives. The participation was always voluntary. The participants were told that they could withdraw from the study at any time without being penalized, when they felt the need to do so.

- No harm to the participants: The study had at all time sought not to injure the people being studied. Although there has always been a danger of harming the subjects through analysis or reporting of data, this has been avoided at all costs in this research.

- Anonymity: Babbie and Mouton (2001: 523) argue that, a respondent may be considered anonymous when the researcher cannot identify a given response with a given respondent. This research will endeavor to promote anonymity amongst the respondents. No names of the participants were asked and the researcher ensured them that their names would not appear in any document when the final report was written.

- Confidentiality: When the respondents required that some aspects of the information they gave should remain confidential, this was respected and adhered to at all times. The participants were informed that the researcher would be the only person with access to the information they provided. The data obtained from the research would be kept in a secret place during and after the completion of the study.
According to Babbie and Mouton, 2003, the call for a relevant science is a call for scientists to direct their research in such a way that it serves larger socio-economic goals, such as increasing the competitiveness of the country, improving the overall quality of life of everyone, and making a contribution to the reconstruction and development of our new society. This has been linked to the objectives of this research.

3.9. CONCLUSION

The research design, data collection methods, sampling procedures, as well as, participants have been discussed at length in this chapter. The interviews and document review methods were highlighted as the research method used.
CHAPTER 4
RESULTS OF THE STUDY

4.1. INTRODUCTION

This chapter provides the key findings of the study. These findings are categorised into different themes, which are presented in detail below. The themes include:

The questionnaires were distributed to municipal employees (councillors and officials), other government officials and representatives of the public. IDP officials assisted in collecting back the questionnaires.

There were 32 respondents for the individual questionnaires. In addition to these 11 respondents participated during the focus group interviews. The focus group interviews were conducted on the 13 August 2010 during IDP Stakeholders Forum workshop. These respondents were part of the LED Focus Group.

Coding was used as the procedure for data analysis. According to Babbie and Mouton(2001:412), to conduct a quantitative analysis when other research methods are employed, you often must engage in a coding process after the data has been collected.

As this particular research includes both qualitative and quantitative research types, coding was considered the most suitable procedure for data analysis. Qualitative data was analysed using thematic content analysis. The quantitative data was analysed using descriptive analysis which was limited to frequencies of occurrence and percentages.
4.2.1 Biographical information

**TABLE 1: Distribution of participants by gender (N=32):**

<table>
<thead>
<tr>
<th>GENDER</th>
<th>NUMBER (f)</th>
<th>PERCENTAGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>14</td>
<td>44</td>
</tr>
<tr>
<td>Female</td>
<td>18</td>
<td>56</td>
</tr>
<tr>
<td>TOTAL</td>
<td>32</td>
<td>100</td>
</tr>
</tbody>
</table>

Out of 32 research project participants, 18 were women constituting 44%. There were 14 men respondents making up 56% of the total.

**Table 2 : Distribution of participants by age group (N=32)**:

<table>
<thead>
<tr>
<th>AGE (YEARS)</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>0</td>
</tr>
<tr>
<td>25-30</td>
<td>3</td>
</tr>
<tr>
<td>31-40</td>
<td>53</td>
</tr>
<tr>
<td>41-50</td>
<td>41</td>
</tr>
<tr>
<td>51-60</td>
<td>3</td>
</tr>
<tr>
<td>60 or more</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

Only one out of 32 project participants fell on the age group of 25-30 years. This is equivalent to 3% of all the participants. 17 of the participants (53%) belonged on the age group of 31-40 years. 13 participants (41%) indicated that they were between ages 41-50. There was also one participant within the ages 51-60 years. This converts to 3% of the total number of respondents. This demonstrates that the participants were dominated by the people between 31 and 50 years.
Table 3: Distribution of participants by the number of years within Joe Gqabi District Municipality (N=32):

<table>
<thead>
<tr>
<th>NO OF YEARS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-2</td>
<td>37,5</td>
</tr>
<tr>
<td>3-5</td>
<td>62,5</td>
</tr>
<tr>
<td>6-10</td>
<td>0</td>
</tr>
<tr>
<td>11-16</td>
<td>0</td>
</tr>
<tr>
<td>17-25</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

12 out of 32 participants (37,5%), indicated that they have either been working or living within the Joe Gqabi District Municipality area of jurisdiction for two years or less. The remainder (20 participants), constituting 62,5% have been in the Joe Gqabi District Municipality area for 3-5 years. Considering the fact that most people who responded were government employees, this demonstrates that most government employees (especially officials) are coming from outside the Joe Gqabi District Municipality area.

Table 4: Distribution of participants by the ethnic group (N=32):

<table>
<thead>
<tr>
<th>ETHNIC GROUP</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>African</td>
<td>100</td>
</tr>
<tr>
<td>Coloured</td>
<td>0</td>
</tr>
<tr>
<td>Indian</td>
<td>0</td>
</tr>
<tr>
<td>White</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

All the research project participants (100 %) were from the same ethnic group. They were from the African ethnic group (with isiXhosa as their spoken language).
Table 5: Distribution of participants by position held (for municipal officials)

<table>
<thead>
<tr>
<th>POSITION</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Manager</td>
<td>0</td>
</tr>
<tr>
<td>Director</td>
<td>0</td>
</tr>
<tr>
<td>Manager/Section Head/Supervisor</td>
<td>53</td>
</tr>
<tr>
<td>Other</td>
<td>22</td>
</tr>
<tr>
<td>Working outside municipality</td>
<td>25</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

Most of the participants were coming from the municipal environment. This means either from the local municipality or the District Municipality.

17 of the municipal employees (53%) indicated that they held positions of supervisors, sectional heads or managers in their institutions. Seven of the participants (22%) held other positions not stated in the questionnaire. These included a few councillors and IDP/LED officers or practitioners. Only eight participants (25%) were coming from outside the municipal environment. These were not allocated space in the questionnaire but have indicated this in their responses. A code number 5 was allocated for this purpose.

4.2.2 Information pertaining to the IDP

Table 6: Knowledge of Integrated Development Planning (N=32)

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

All the research project participants (100%) indicated that they had the knowledge of Integrated Development Planning.
Table 7: Involvement in the development of the IDP (N=32)

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>3</td>
</tr>
<tr>
<td>No</td>
<td>97</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

Only one participant (3%) indicated that he/she was not familiar with the Joe Gqabi District Municipality’s Integrated Development Plan. All the others indicated that they were familiar with the District IDP.

Achievements through the IDP:

Table 8: Poverty alleviation and creation of enabling environment for job creation

<table>
<thead>
<tr>
<th>ACHIEVEMENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poverty alleviation &amp; Creation of enabling environment for job creation</td>
<td>87,5</td>
</tr>
<tr>
<td>Other</td>
<td>12,5</td>
</tr>
<tr>
<td>None</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

27 of the 32 participants (87.5%) agreed that the IDP of either their local municipalities or the District Municipality is assisting in poverty alleviation and creation of an enabling environment for job creation.

The following is what some of the participants had to say on the subject: “It is formulated in line with the PGDP (Provincial Growth and Development Plan). It addresses the problems that the people of Joe Gqabi District Municipality face”. One participant thought that, “due to adherence (to IDP), many jobs are created”. The other participant agreed but commented that, “Although it is assisting, other issues are not addressed by it due to inadequate financial resources”.

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The following was another comment from one participant, “there is a sector strategy (LED Strategy) in the IDP which outlines how economic opportunities should be leveraged to create jobs”.

The remaining four respondents (12.5%) disagreed and responded negatively to the same question. This means that they disagreed that the municipality’s IDP assisted in poverty alleviation and creation of enabling environment for job creation.

Table 9: Coordination of programmes with Provincial & National spheres, investment promotion and socio-economic development:

<table>
<thead>
<tr>
<th>ACHIEVEMENT</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination of programmes with Provincial &amp; National spheres</td>
<td>16</td>
</tr>
<tr>
<td>Investment promotion</td>
<td>34</td>
</tr>
<tr>
<td>Social &amp; Economic Development</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
</tr>
<tr>
<td>All</td>
<td>44</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

There was even a bigger split on whether the IDP is succeeding in ensuring the coordination of programmes with Provincial and National spheres, as well as investments promotion and Social and Economic Development.

Five research project participants (16%), thought that the IDP was succeeding in ensuring the coordination of programmes with Provincial and National spheres. 11 participants (34%) thought that this was true only for investment promotion. Two participants (6%) did not specify and were classified under “other”. The rest, 14 participants (44%), indicated that the IDP was succeeding in all the three aspects.
One participant commented that, “In all the programmes for LED infrastructure, communities should be part”. The other participant indicated that the municipality has “recently received partners in LED projects”. One participant who did not think there was coordination of programmes with Provincial and National spheres stated, “Sector departments are only informing municipalities of their planned programmes to be implemented in the respective municipalities, instead of proper consultations that are informed by community needs to craft the plans.

**Table 10 : The role of IDP in addressing the needs of the designated groups:**

<table>
<thead>
<tr>
<th>VULNERABLE GROUP</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>0</td>
</tr>
<tr>
<td>Youth</td>
<td>22</td>
</tr>
<tr>
<td>People with disability</td>
<td>0</td>
</tr>
<tr>
<td>Elderly</td>
<td>3</td>
</tr>
<tr>
<td>Other</td>
<td>47</td>
</tr>
<tr>
<td>1-4 above</td>
<td>28</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

On whether the IDP was addressing the needs of Women, Youth, People with Disability and Elderly, there were opposing views from the research project participants. Of these designated groups, seven participants (22%) believed that Youth needs were solely addressed. However, 15 participants (47%) believed that the needs of the designated groups were not properly addressed. Only one participant (3%) thought that the elderly people’s needs were being addressed. Nine participants (28%) stated that the needs of all the designated groups were addressed through the IDP. One participant concluded that, “the vulnerable groups need to be involved in projects activities”. The other participant stated that, “on paper it (IDP) does (address the needs) but on the practicality, it does not and this is based on the fact that there is survey done to substantiate that”.

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Table 11: Contribution in eradicating the development legacy of the past:

<table>
<thead>
<tr>
<th>CONTRIBUTION</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>47</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
</tr>
<tr>
<td>Do not know</td>
<td>53</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

As to whether the IDP contributed towards eradicating the skewed development legacy of the past, the following responses were obtained from the participants:

15 participants (47%) had a view that this was the case, while 17 (53%) were not sure.

One participant felt that the municipality was moving at a “slow pace” in addressing this. Another participant indicated that “there is no data indicating that”.

IDP and service delivery:

Table 12: Service delivery at Municipal level:

<table>
<thead>
<tr>
<th>GDS AGREEMENTS ADDRESSED</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully</td>
<td>28</td>
</tr>
<tr>
<td>Partly</td>
<td>53</td>
</tr>
<tr>
<td>Not at all</td>
<td>16</td>
</tr>
<tr>
<td>Do not know</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

The research project participants also have different views on whether the resolutions of the District Growth and Development Summit were being addressed in the IDP’s of municipalities or district municipality.

Nine participants (28%), thought that the resolutions were fully addressed. 17 participants (53%) felt that the resolutions were partly addressed. Five participants (16%) had a view that the GDS resolutions were not addressed at all. The remaining participant (3%) did not know.
20 project participants (62.5%) had a view that the integrated and/or sustainable projects and programmes were being formulated through the IDP. Four participants (12.5%) disagreed with this. The remaining eight (25%) did not know. According to one of the participants, “all projects undertaken are in the IDP document”. One of the participants who disagreed stated that, “most of the projects are social responsibility and as such are not sustainable”.

Table 14 : Service delivery at ward level :  

<table>
<thead>
<tr>
<th>IDP LAYING FOUNDATION FOR COMMUNITY BUILDING</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>65.6</td>
</tr>
<tr>
<td>No</td>
<td>21.9</td>
</tr>
<tr>
<td>Do not know</td>
<td>12.5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

21 research project participants (65.6%), stated that the IDP laid a foundation for community building in their areas/wards. Seven project participants (21.9%) totally disagreed. The rest, 12.5% (4 participants) indicated that they did not know. One participant stated that, “(the) needs of the ward are being addressed by IDP.” The other participant positively stated that, “communities are involved in community projects”.

There was another participant who agreed with the statement “the communities are consulted to seek their ideas/inputs, but the implementation is still a challenge”.

43
Table 15: Service delivery in general:

<table>
<thead>
<tr>
<th>IMPACT ON SERVICE DELIVERY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive Impact</td>
<td>46.9</td>
</tr>
<tr>
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<td>0</td>
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<tr>
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</tr>
<tr>
<td>Do not know</td>
<td>53.1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100</td>
</tr>
</tbody>
</table>

Concerning the impact of the IDP on service delivery in general, 15 research project participants (46.9%) stated that there was a positive impact. Seven participants (53.1%) indicated that they did not know. The response from one participant was that, “services are being given to people. Also we deliver on water, sanitation and economic infrastructure”. Another participant felt that, “fund mobilisation is being enhanced”.

Finally, the project participants were requested to make additional comments regarding IDP of the DM and the following were some of the comments made: “communities should be fully involved”, “There is still a lack of full participation by sector departments on IDP”, “a need is there to intensively consider the IDP when implementing the projects”, “the IDP is a good tool, but implementing, monitoring and evaluation need to improve”, “sector departmental plans need to be informed by community needs, hence every sector department has to outline the needs that inform their plans before it can be expressed in the IDP”.

4.3. FOCUS GROUP INTERVIEWS

The LED focus group was interviewed on the 13 August 2010. The group consisted of ward committee members, members of cooperatives, members of farmers’ associations and other representatives of community organisations. There were eleven (11) interviewees. The list with names of the interviewees, their organisations and signatures is available.
The following focus group questions were asked and responses received from the group. Each question is followed by the direct response that was obtained from the group members.

4.3.1 Knowledge of Integrated Development Planning

“Integrated Development Plan is supposed to reach everyone. Everyone needs to be part of the process. What happens is that, stakeholders are not reporting back and are not representing their constituencies well in the IDP meetings and as a result, the communities do not own the IDP. After the document is developed, it should be communicated back to the people”. “I would love the final draft to be taken back to the people before finalisation.”

4.3.2 Contribution of IDP to alleviating poverty and/or creating an enabling environment for job creation

“Job creation is only for those who have or are politically connected. We see it as something that happens far away. It is very difficult to get jobs through the IDP process. Even when jobs are started, they are not finished. They are part-time jobs and do not assist us in raising our children. The IDP does not assist in poverty alleviation. Most small businesses also do not benefit in the tender processes of the municipality. People from outside get bigger stake. Most of the local subcontractors have no capacity. There is still a big problem with fronting.”

4.3.3 IDP linkages with Provincial and National Plans

“There is no linkages between government programmes. There is a top-down approach, for example we were never consulted on school transportation programme. Tenders are not even linked with the District Municipality and we do not get information through our local newspapers.”
4.3.4 Impact of IDP on service delivery at ward level

On the impact of IDP on laying the foundation for community building at ward level, the responses were as follows:

“There is nothing happening at ward level. We are mostly dependent on street committees and area committees. They only get paid but there is no much effect. There is no proper channel between them and government.”

The following were the responses as to whether the integrated and/or sustainable projects and programmes were being formulated through the IDP at ward level:

“In some, yes, but for most they are only mentioned on paper, for example, funding from the Province is shown on paper but never reaches the project. Project members are not communicated with, regarding their projects. Everything is done for them (project members) and not with them.”

On the general impact of the IDP on service delivery at their ward, the focus group responded that:

“in comparison with other municipalities, there is an impact here and there. It is a short term impact. This is the case with poverty alleviation projects but there is no after care support and monitoring. There are no educational programmes and mentoring programmes.”

4.3.5 Additional comments regarding the IDP

“There is no assistance in terms of development. More monitoring activities are needed and support needs to be extended to projects when necessary. In most projects, there is no after care support and more assistance is still needed from government. The municipality needs to increase capacity in LED/ IDP unit for monitoring purposes. More government support is still needed for projects. Government needs to revisit the projects already supported than starting new projects. Concerning tenders, they all need to be channelled through Tender Board for fairness and avoid biasness. Municipality needs to establish functional procurement structures (unit)”. 
4.4. CONCLUSION

According to the Constitution of the Republic of South Africa, 1996, the purpose of local government is to promote social and economic development. It is, therefore, important that every municipality set up a system of activities or plan of operations for attaining a specified objective for every particular matter. To give effect to Constitutional and other legislative directives, the new system of local government has to be developmental, give priority to the basic needs of the community and participate in national and provincial development programmes. It becomes important that the municipal activities are planned to integrate with the purposes of other two spheres of government, namely, the National and Provincial spheres.

It is a requirement that an IDP must state key performance indicators (KPI’s) and performance targets to measure the extent to which a municipality gives effect to its integrated development planning. These components are contained in the Service Delivery Budget and Implementation Plans (SDBIP’s) of all the municipalities. Regarding the budget, IDP’s enable municipalities to direct their financial and institutional resources towards policy objectives and programmes. This paragraph demonstrates the importance of a link between IDP, SDBIP and budget.

IDP by its nature has to serve as basis for local government to engage with citizens and various stakeholders and interest groups. The officials from various government departments, private sector and other social partners should also participate on the process of developing the IDP.

From the above analysis (4.2.), it is clear that there are opposing views between the employees of the municipalities (both officials and politicians) and the communities (members of the public) on how the IDP process at Joe Gqabi District Municipality and its local municipalities is conducted and its effect in addressing the community needs. There is, however, an agreement by all the role players that there is still no integrated and coordinated planning between three spheres of government. This factor alone hampers service delivery by government institutions to the communities of the District Municipality area of jurisdiction.
There is clearly no link between IDP, Budget and SDBIP of both the District Municipality and its local municipalities.

The focus group participants stated clearly that there is no clear role of the private sector and other social partners, such as non-governmental organisations, community-based organisations and institutions of higher learning, in the IDP process. It was also stated that the top-down approach, in terms of planning, is still the order of the day in Joe Gqabi DM and its municipalities. Due to the above scenario, the community members are not benefiting, as they would have liked, from the government programmes and projects reflected in the IDP’s of the District and local municipalities.

The need exists for the District and local municipalities to use their IDP’s as regulatory tool for strategic management. It must be used as a strategy to ensure that basic services are delivered effectively and efficiently. This will also assist for leveraging the necessary resources for further economic, social and environmental investment and growth. Finally, it can be argued that if the IDP is properly structured through an orderly process, the effective utilisation of available resources can be promoted. A credible IDP could assist the council to provide the services required by the community it serves.
5.1. SUMMARY OF THE FINDINGS

From the responses of the project participants, it was evident that the GDS commitments were not fulfilled by some of the partners that signed the agreement. Most of the respondents have stated that there was a lack of collaboration between provincial and local spheres of government which makes it difficult for the funds to be accessed. The socio-economic profile data was taken from 2001 census statistics, which could mislead some of the management decisions as some of the situations might have changed.

The study has revealed that the municipal budget is not properly aligned to the IDP and as a result the budget is not talking to the Service Delivery Budget and Implementation Plan (SDBIP). There is also non alignment of sector departments programmes and budgets with municipal IDP.

There was an agreement among the project participants that there is no integrated planning between the National, Provincial and Local spheres of Government. This affects the delivery of basic and other essential services to the communities of the District Municipality and its local municipalities. The views on the effect of integrated development planning on the community needs differed among the project participants. Some thought these were addressed fully, whilst the others totally disagreed.

The study also revealed that there is no clarity on the role of the private sector, non-governmental organisations, community-based organisations, faith-based organisations and the institutions of higher learning in the integrated development plan process. These institutions can play a major role in the development of the community in any area and need to be involved in the integrated development process.
The research project participants have unanimously agreed that there is still a top-down approach in terms of planning both at district and local municipality level. This entails that the programmes and projects meant for the communities are decided for them and not with them.

5.2. CONCLUSIONS

The integrated development planning (IDP) processes (phases/stages) in compiling the municipal plan is as important as the final product, the IDP document. Rigorous, shared, analysis with sincere community and stakeholder consultations are necessary and sufficient conditions, among others, for the IDP to be authentic. The consultative and analytical processes must, however, be continuously enhanced and strengthened with each annual review of the yearly plan.

According to the Department of Corporative Governance and Traditional Affairs’ Integrated Development Plan Format Guide, 2009, technology and innovation allow the state to deepen this two-way communication process, the result of which must be a more responsive government.

Since the inception of IDPs in 2000/1, the challenge has been the development of a realistic plan that can be implemented, monitored and reported on to the public. The criticism that was levelled from various quarters has been that that the IDP ‘is a wish-list’ and therefore unrealistic.

In conclusion, there is a need for involvement of private sector and other non-government stakeholders when conducting research on integrated development planning to ensure that all the role players play their part in the delivery of services to the communities.
5.3. LIMITATIONS OF THE STUDY

From the study, there is no certainty about the number of employment opportunities that have been created and tabulation of those employment opportunities according to the designated groups, that is, elderly, women, youth and people with disabilities. The size of the sample chosen for the study can be considered too low (only 32 project participants who returned the questionnaires were considered in the study). There were also only 13 participants in the interest group interview.

There were no proper monitoring and evaluation tools that the study proposed in the integrated development planning system.

There is also no partnership approach that was clearly articulated which is linked to the intergovernmental relations and other private and social partners.

Spatial integration has not been discussed in detail in the study.

There was no emphasis on capacity building programmes that would assist the participants in understanding the legal policy framework, methods, approaches and tools used in the study, as well as, proper planning and implementation management system.

Tools that ensure community or stakeholder participation include using representatives of communities and interest groups, public meetings or workshops, interviews with resource persons, opinion polls, informing and collecting public opinion and comments, as well as, household surveys. It can be confirmed that only the first three of these tools were used in the study.

While it is recognised that the involvement of many stakeholders is fundamental in an integrated development planning process, this is a costly process and it takes a lot of time. Not every stakeholder was involved as part of this study. Most participants were from the public sector and there was limited participation by the private or business sector stakeholders.
The study did not clearly outline the identification of possible resource persons (interviewees). The resource persons may include community leaders, traditional leaders, government officials from relevant departments, members of the community-based organisations, representatives of non-governmental organisations, representatives from political organisations and designated groups, such as, elderly, youth, women and people with disabilities.

There is no guarantee that the type of information received from the study participants (interviewees) was reliable and accurate. Information testing would be required in this regard. This would require more time to do.

Finally, there was no proper SWOT analysis conducted. This refers to the strengths, weaknesses, opportunities and threats that the study and/or its results would pose either to the study area or to the participants themselves.

5.4. RECOMMENDATIONS

5.4.1 Recommendations regarding the implementation of the IDP

The IDP implementation should be in accordance with the Government key priority areas, namely:

- Local Economic Development (LED). At Joe Gqabi District Municipal area this include urban and rural development, Agriculture, Forestry, Tourism, Manufacturing, Construction and Trade.

• Municipal financial viability and management. These refer to areas of unqualified audits, budget and expenditure, reporting, supply chain management (SCM), risk management, revenue and billing, as well as, information and communication technology (ICT).

• Municipal transformation and organisational development. This priority area deals with Municipal Powers and Functions, organizational development, Water Service Provisions (WSP’s), HIV/Aids Plan and Special Programmes.

• Good governance and public participation. This area covers Public participation, Municipal Planning (Integrated Development Planning, Performance Management System, Area-based Plans and Spatial Development Framework), Intergovernmental Relation (IGR’s), Anti-corruption strategy, customer care relations and communication, internal audit, archiving, meeting minutes, ICT, HIV and AIDS, contract management and Community Development Workers (CDW’s)

• Spatial analysis & rationale. This area deals with land use management and spatial planning. It is necessary that the future development trends as reflected in the Spatial Development Framework of the municipality are linked to Land Development Plans and the IDP.

The Department of Corporative Governance and Traditional Affairs’ Integrated Development Plan (IDP) Format Guide, 2009, states that all Integrated Development Plans should have the following impacts, among others, in the medium to long term:

• Integrated Sustainable Human Settlement
• Stimulating Growth of Robust Local Economy
• Social Inclusion, social cohesion and Nation Building – Non-racism, Non-sexism, Democratic and accountable practices, equity, and so on.
• Environment Sustainability
These outputs should be treated as guiding principles and in striving to attain these outcomes, an institution should not violate them.

The Integrated Development Planning should strive to:

- Enhance the consistency and integration of government programmes at the District and local municipality level
- Strengthen the plans and strategies developed at district and local municipal level.
- Develop an integrated system, with regards to policy, institutional arrangements and resource allocations.
- Improve the quality of all government and private sector interventions at district and local municipal level, in terms of planning, financial support, as well as monitoring and evaluation arrangements.
- Strengthen the effectiveness of the technical support provided by the National and Provincial government departments and entities.
- Improve the accountability of entities working at, and providing support to the municipality.

The Department of Corporative Governance and Traditional Affairs, 2009 recommends that a realistic or credible Integrated Development Plan must comply with relevant legislation and convey the following:

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

• Comprehensive description of the area – the environment and its spatial characteristics.

• Insights into the trade-offs and commitments that are being made regarding economic choices, planning for Sustainable Human Settlements, integrated service delivery, and a resource and financial plans that can enable the implementation of such a plan.

• The key deliverables for the next five years supported by a measurable budget and translated into the Service Delivery Budget Implementation Plan.

• A monitoring system (for example PMS), that’s based on the IDP indicators, targets, time frames, and responsible agents.

• Determines the capacity and capability of the municipality to implement the plan and how this capacity/capability would be improved through the Workplace Skills Plan.

• Conveys a responsive and sincere government that cares about its people, the environment and strives to build social cohesion.

• Must show a commitment by the municipality (and all of government) to improve the lives of the indigent, people with disabilities, women, youth and the aged.
Section 26(1) of the Intergovernmental Relations framework Act, 2005, recommends that, as part of IDP, the role of the District Intergovernmental Forum is to serve as a Consultative Forum for the District Municipality and the Local Municipalities in the District to discuss and consult each other on matters of mutual interest. These matters include:

- Draft National and Provincial policy and legislation relating to matters affecting Local Government interests in the District;
- The implementation of National and Provincial policy and legislation with respect to such matters in the District;
- Matters arising in the Premier’s Intergovernmental Forum affecting the District;
- Mutual support in terms of Section 88 of the Local Government: Municipal Structures Act, 1998 (Act no. 117 of 1998);
- The provision of services in the District;
- Coherent planning and development in the District;
- The coordination and alignment of the Strategic and performance plans and priorities, objectives and strategies of the Municipalities in the District; and
- Any other matter of strategic importance which affect the interest of the Municipalities in the District.

According to the Department of Cooperative Governance and Traditional Affairs, 2010:

- The Intergovernmental Relations Framework (IGRF) Act requires that there are provincial and district intergovernmental forum to promote and facilitate IGR between provinces and local government and district and local municipalities.
- The Forums must provide the enabling platform for liaison and decision-making for effective intergovernmental planning.
• The Municipal Systems Act (MSA) (section 3) defines how local government must develop cooperative approaches to governing, resource sharing and solving of disputes within the context of IGR. It is important there is a commitment to these principles in implementing the IDP.

• The role of sector departments in local delivery must be clearly articulated. This input should come from both national and provincial sector departments. It must reflect awareness by sectors of the strategic focus of the IDP, and the steps taken to support the meeting of targets, or the plan to do so in future.

• Project consolidate intervention areas and Municipal Action Plans (MAPs) should be incorporated into the IDP project plans.

• Successful implementation of the IDP relies upon effective IGR, procurement and production processes to deliver projects within timeframes that are sustainable and regionally integrated.

According to Khanya-African Institute for Community Driven Development (aicdd), 2008, the appropriate level/forum needs to be identified to ensure that objectives regarding integration are aligned with mandates and resources necessary to achieve these. The status of the new “developmental approach” needs to be communicated on an on-going basis, taking into account that huge expectations have been raised among the communities.

The following are other recommendations regarding the implementation of the IDP:
• Municipalities need to adhere to the IDP Process Plan
• Recognition of the key role that can be played by sector departments (National and Provincial) in the IDP process which can assist in addressing service delivery challenges
• Recognition of the importance of public participation in the process
• Roles of ward committees and ward councillors need to be strengthened to assist in ward based planning
Finally, It is recommended that the IDP should assist in ensuring that the number of poor people is reduced in the District Municipality area; unemployment levels are reduced through the implementation of sustainable projects and other local economic development initiatives; the prevalence levels of HIV & AIDS are minimised through educational and awareness programmes; the involvement of designated groups in the mainstream economic activities; the gap between the first and the second economies is closed through the creation of jobs and other opportunities for the poor; and there is large Investments in economic sectors.

5.4.2. Recommendations regarding future research

The future research should concentrate on the following topics or discussion points:

- Linkages between integrated development planning (IDP), budget process and service delivery budget and implementation plan (SDBIP)
- How does the Integrated Development Planning affect service delivery
- Coordination and integration of development programmes between the local, provincial and national spheres of government
- Definition of roles and responsibilities of the private sector, other social partners and the institutions of higher learning in integrated development planning
- Recognition of the roles that can be played by traditional and spiritual leadership in integrated development planning process
- Bottom-up approach in terms of planning

This study has been an eye opener in many ways. Some of the key insights gained centre around the gap between planning and implementation. Even the best plans are not worth the paper that they are written on, if there is not relentless focus on execution. Service delivery, which is at the heart of local government effectiveness will continue to be elusive, if many of the challenges addressed in this study are not taken up, and followed through.
LIST OF REFERENCES

1. BOOKS


Department of Corporative Governance and Traditional Affairs, 2010. Integrated Development Plan Analysis Framework. unpublished


2. **LEGISLATION**


Intergovernmental Relations framework Act, 2005


3. **WEB SITES**


http://www.petech.ac.za/robert/reshypoth.htm...

http://ed.isu.edu/research/elements/chapter1/Delimits.htm...

http://web.utk.edu/~wrobinso/540_lec_assume.htm...

4. **ARTICLE**


5. **CONFERENCE PAPER**

ANNEXURE A:

FOCUS GROUP INTERVIEWS:

FOCUS GROUP QUESTIONS:

1. Can you share with me your understanding or knowledge of Integrated Development Planning? Please explain your answer.

2. Is the Integrated Development Plan of your Municipality/District Municipality assisting in alleviating poverty and/or creating an enabling environment for job creation? Please give comments.


4. Does the IDP lay a foundation for community building in your ward? Please elaborate.

5. Are the integrated and/or sustainable projects and programmes being formulated through the IDP in your ward? Please explain.

6. Please describe an impact (if any) that the IDP has on service delivery in your ward?

7. Please make any additional comments regarding the IDP in your ward:

........................................................................................................................................
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Thank you for your time and assistance in completing this questionnaire.
ANNEXURE B:

QUESTIONNAIRE FOR RESEARCH PROJECT PARTICIPANTS

SECTION A – BIOGRAPHICAL INFORMATION

Please indicate an appropriate answer with an (X)

1. Gender:
   - Male
   - Female

2. Is your age group between?
   - 18-24
   - 25-30
   - 31-40
   - 41-50
   - 51-60
   - 60 or more

3. How long have you been at the JOE GQABI DISTRICT MUNICIPALITY area?
   - 0-2 years
   - 3-5 years
   - 6-10 years
   - 11-16 years
   - 17-25 years
4. Which ethnic group are you from

African
Coloured
Indian
White
Other

5. What position do you currently hold? (For municipal officials only)

Municipal Manager
Director
Manager/Section Head
Supervisor
Other:

SECTION B –INFORMATION PERTAINING TO THE IDP:

6. Do you have knowledge of Integrated Development Planning?

Yes
No

PLEASE EXPLAIN YOUR ANSWER

7. Are you familiar with the JOE GQABI DISTRICT MUNICIPALITY's Integrated Development Plan?

Yes
No

PLEASE EXPLAIN YOUR ANSWER
8. Is Integrated Development Plan of your Municipality/District Municipality assisting in achieving the following?

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<thead>
<tr>
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<th>YES</th>
<th>NO</th>
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<tbody>
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<td></td>
</tr>
<tr>
<td>Creation of enabling environment for job creation</td>
<td></td>
<td></td>
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<tr>
<td>Both</td>
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<tr>
<td>Other (Please specify)</td>
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COMMENTS:

9. Is Integrated Development Plan of your Municipality/District Municipality succeeding in ensuring the following?

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
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<tbody>
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<td>Coordination of programmes with Provincial and National spheres</td>
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<td>Investment promotion</td>
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<td>Social and Economic Development</td>
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<td>Other (Specify)</td>
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COMMENTS:

10. How are the resolutions of the District Growth and Development Summit (GDS) being addressed in the IDP’s of your municipality/DM?

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<td>Partly</td>
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<td>Not at all</td>
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<tr>
<td>Do not know</td>
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EXPLAIN YOUR ANSWER:
11. Is the IDP of your municipality addressing the needs of the following designated groups?

<table>
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<tbody>
<tr>
<td>Women</td>
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<tr>
<td>Youth</td>
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<td>People with disability</td>
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<td>Elderly</td>
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<tr>
<td>Other</td>
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EXPLAIN YOUR ANSWER:

12. Is the IDP of your municipality contributing towards eradicating the development legacy of the past?

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<td>Yes</td>
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<td>No</td>
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<td>Not sure</td>
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EXPLAIN YOUR ANSWER:

13. Does the IDP lay a foundation for community building in your area/ward?

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<td>Yes</td>
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<td>No</td>
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EXPLAIN YOUR ANSWER:
14. Are the integrated and/or sustainable projects and programmes being formulated through the IDP of your municipality/DM?

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<td>Yes</td>
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EXPLAIN YOUR ANSWER:

15. What impact does the IDP have on service delivery in general?

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<td>Positive impact</td>
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<td>Negative impact</td>
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<td>No impact</td>
<td></td>
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<tr>
<td>Do not know</td>
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EXPLAIN YOUR ANSWER:

16. Please make any additional comments regarding the IDP of the DM:

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Thank you for your time and assistance in completing this questionnaire.
## ANNEXURE C: CONSENT FORM

**NELSON MANDELA METROPOLITAN UNIVERSITY**

**INFORMATION AND INFORMED CONSENT FORM**

### IMPORTANT INFORMATION FOR RESEARCHERS APPLYING FOR ETHICS APPROVAL:

You are not compelled to use this pro-forma. It is provided as a convenience to those applicants who do not already have an informed consent form. *Feel free to design your own form!*

Please delete any information not applicable to your project and complete/expand as deemed appropriate. The intention is that you make sure you have covered all the aspects of informed consent, as applicable to your work.

### RESEARCHER’S DETAILS

<table>
<thead>
<tr>
<th>Title of the research project</th>
<th>An evaluation of Integrated Development Plan in Joe Gqabi District Municipality of the Eastern Cape Province</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference number</td>
<td></td>
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<tr>
<td>Principal investigator</td>
<td>MawethuSidwellDanyela</td>
</tr>
<tr>
<td>Address</td>
<td>6a Albert Street, Westbourne, Queenstown</td>
</tr>
<tr>
<td>Postal Code</td>
<td>6a Albert Street, Westbourne, Queenstown, 5319</td>
</tr>
<tr>
<td>Contact telephone number</td>
<td>0722659936</td>
</tr>
<tr>
<td>number (private numbers not</td>
<td></td>
</tr>
<tr>
<td>advisable)</td>
<td></td>
</tr>
</tbody>
</table>
### A. DECLARATION BY OR ON BEHALF OF PARTICIPANT

<table>
<thead>
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<th>I, the participant and the undersigned</th>
<th>(full names)</th>
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<td>ID number</td>
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**OR**

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<th>I, in my capacity as</th>
<th>(parent or guardian)</th>
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<tr>
<td>of the participant</td>
<td>(full names)</td>
</tr>
<tr>
<td>ID number</td>
<td></td>
</tr>
<tr>
<td>Address (of participant)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initial</th>
</tr>
</thead>
</table>

### A.1 HEREBY CONFIRM AS FOLLOWS:

I, the participant, was invited to participate in the above-mentioned research project that is being undertaken by Mawethu S. Danyela from Faculty of Arts and Political Sciences of the Nelson Mandela Metropolitan University.

<table>
<thead>
<tr>
<th>Initial</th>
</tr>
</thead>
</table>

| M.S. |

### THE FOLLOWING ASPECTS HAVE BEEN EXPLAINED TO ME, THE PARTICIPANT:

<table>
<thead>
<tr>
<th>2.1</th>
<th>Aim:</th>
<th>The investigators are studying The information will be used to/for</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2</td>
<td>Procedures:</td>
<td>I understand that</td>
</tr>
<tr>
<td>2.3</td>
<td>Risks:</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Possible benefits:</td>
<td>As a result of my participation in this study</td>
</tr>
<tr>
<td>2.5</td>
<td>Confidentiality:</td>
<td>My identity will not be revealed in any discussion, description or scientific publications by the investigators.</td>
</tr>
<tr>
<td>2.6</td>
<td>Access to findings:</td>
<td>Any new information or benefit that develops during the course of the study will be shared as follows:</td>
</tr>
<tr>
<td>2.6</td>
<td>Voluntary participation / refusal / discontinuation:</td>
<td>My participation is voluntary <strong>YES</strong> <strong>NO</strong></td>
</tr>
<tr>
<td></td>
<td>My decision whether or not to participate will in no way affect my present or future care / employment / lifestyle <strong>TRUE</strong> <strong>FALSE</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initial</th>
</tr>
</thead>
</table>

|                  |                |                |                |
|                  |                |                |                |
|                  |                |                |                |
|                  |                |                |                |

68
3. **THE INFORMATION ABOVE WAS EXPLAINED TO ME/THE PARTICIPANT BY:**

<table>
<thead>
<tr>
<th>Language</th>
<th>Afrikaans</th>
<th>English</th>
<th>Xhosa</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>In</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

and I am in command of this language, or it was satisfactorily translated to me by

<table>
<thead>
<tr>
<th>Name of relevant person</th>
<th>Initial</th>
</tr>
</thead>
</table>

I was given the opportunity to ask questions and all these questions were answered satisfactorily.

4. No pressure was exerted on me to consent to participation and I understand that I may withdraw at any stage without penalisation.

5. Participation in this study will not result in any additional cost to myself.

A.2 **I HEREBY VOLUNTARILY CONSENT TO PARTICIPATE IN THE ABOVE-MENTIONED PROJECT:**

<table>
<thead>
<tr>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signed/confirmed</td>
</tr>
<tr>
<td>at</td>
</tr>
<tr>
<td>on</td>
</tr>
<tr>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature of witness:</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Full name of witness:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature or right thumb print of participant</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
B. STATEMENT BY OR ON BEHALF OF INVESTIGATOR(S)

<table>
<thead>
<tr>
<th></th>
<th>(name of interviewer)</th>
<th>declare that:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I have explained the information given in this document to (name of patient/participant) and / or his / her representative (name of representative)</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>He / she was encouraged and given ample time to ask me any questions;</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>This conversation was conducted in Afrikaans English Xhosa Other And no translator was used OR this conversation was translated into (language) by (name of translator)</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>I have detached Section D and handed it to the participant YES NO</td>
<td></td>
</tr>
</tbody>
</table>

Signed/confirmed at on 20

Signature of interviewer Signature of witness:

Full name of witness:
### C. DECLARATION BY TRANSLATOR (WHEN APPLICABLE)

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I,</td>
<td>(full names)</td>
</tr>
<tr>
<td>ID number</td>
<td></td>
</tr>
<tr>
<td>Qualifications and/or Current employment</td>
<td></td>
</tr>
<tr>
<td>confirm that I:</td>
<td></td>
</tr>
<tr>
<td>1. Translated the contents of this document from English into</td>
<td>(language)</td>
</tr>
<tr>
<td>2. Also translated questions posed by</td>
<td>as well as the answers given by the investigator/representative;</td>
</tr>
<tr>
<td>(name of participant)</td>
<td></td>
</tr>
<tr>
<td>3. Conveyed a factually correct version of what was related to</td>
<td></td>
</tr>
<tr>
<td>me.</td>
<td></td>
</tr>
<tr>
<td>Signed/confirmed at</td>
<td>on 20</td>
</tr>
<tr>
<td>I hereby declare that all information acquired by me for the</td>
<td></td>
</tr>
<tr>
<td>purposes of this study will be kept confidential.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Signature of translator</th>
<th>Signature of witness:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Full name of witness:</td>
</tr>
</tbody>
</table>
D. IMPORTANT MESSAGE TO PATIENT/REPRESENTATIVE OF PARTICIPANT

Dear participant/representative of the participant

Thank you for your/the participant’s participation in this study. Should, at any time during the study:

- an emergency arise as a result of the research, or
- you require any further information with regard to the study, or
- the following occur

(Indicate any circumstances which should be reported to the investigator)

<table>
<thead>
<tr>
<th>Kindly contact</th>
<th>at telephone number</th>
<th>(it must be a number where help will be available on a 24 hour basis, if the research project warrants it)</th>
</tr>
</thead>
</table>
ANNEXURE D: LETTER OF REQUEST TO CONDUCT A RESEARCH

Email: mdanyela@chrishanidm.gov.za

Enq: M. Danyela

29 July 2009

The Municipal Manager
Joe Gqabi District Municipality
Cnr Cole and Graham Street
Barkly East
9786

Dear Sir

REQUEST TO CONDUCT A SOCIO-ECONOMIC RESEARCH IN YOUR DISTRICT AREA

I hereby request your good office to allow me (Mawethu Danyela) to conduct a socio-economic research in your District Municipal area.

I registered with Nelson Mandela Metropolitan University in 2006 and am now in my final stages in completing Masters of Public Administration (MPA) degree. A lot of work has been done while I was still working for Joe Gqabi District Municipality hence I decided to continue with my research in the area.

The purpose of the research is to ensure the effective evaluation of Integrated Development Planning (IDP) to ensure the IDP’s purpose of ensuring faster and more appropriate delivery of services, as well as, providing a framework for economic and social development in the Joe Gqabi District Municipality area.

I hope that your good office will give me the permission to go ahead with this research as the product will assist you in your planning and implementation of programmes for the future.

Yours faithfully,

...................................
Mawethu Danyela (Student no. S206042370)