



**Faculty of Economic and
Management Sciences**

Fakulteit Ekonomiese en Bestuurswetenskappe
Lefapha la Disaense tša Ekonomi le Taolo

**School of Public
Management and
Administration
(SPMA)**



**AN ANALYSIS OF THE INTEGRATED DEVELOPMENT PLANNING PROCESS IN
BLOUBERG LOCAL MUNICIPALITY**

By

MASIPA MOHLATLEGO HERBERT

16325517

Submitted in partial fulfilment of the degree

Masters in Administration

(Public Administration)

In the

School of Public Management and Administration

Faculty of Economics and Management Science

At the

University of Pretoria

Supervisor: Dr Tyanai Masiya

DECLARATION

I Mohlatlego Herbert Masipa, declare that the study on “**An analysis of the Integrated Development Planning (IDP) process in Blouberg Local Municipality**” is my own work. All the resources used for this study are cited and referred to on the list of references by means of complete referencing system. I declare that the content of this thesis has never been submitted anywhere or used before any other qualification at any tertiary institution.

Mohlatlego Herbert Masipa

June 2021

DEDICATION

This dissertation is dedicated to the memory of my late younger brother Pheeha Maxwell and father Matome Joseph. They passed on a month apart, in June and July 2020 respectively. They both undoubtedly lived their lives well, believed in and encouraged me throughout my studies and especially as I pursued this particular journey. This work will always be a reminder of their tireless and consistent encouragement as well as a celebration of their lives. The work is also dedicated to my mother Sylvia and sisters, Sewela and Zelda. Thank you very much for remaining fountains in the midst of the turmoil. Your collective strength and faith in me inadvertently gave me a new appreciation for the meaning and importance of family.

ACKNOWLEDGEMENTS

I greatly acknowledge my wife Matsobane Shirley, who endured many days and nights of my absence as we both ensured utmost focus on my studies. I also wish to thank all my children for their unqualified support. Special thanks to my daughter Whitney Tshwenyego, who coincidentally was also going through her university studies. She became a pillar of support, a study companion and a friend as we both strived to fulfil our respective obligations. I must as well acknowledge Johny Kgorane, Simon Matheba, Teboho Moholola and all Blouberg Local Municipality colleagues who assisted, advised, and supported my research and writing efforts. Special gratitude and deep appreciation to my supervisor, Doctor Tyahnai Masiya. He was patient, understanding and supportive of my studies, giving me all the necessary guidance throughout the project. I thank the Blouberg Local Municipality for providing me the latitude to conduct the study. My thanks also go to all the respondents and all those unmentioned who, in one way or the other, contributed to the success of this project. May God bless you all.

ABSTRACT

This study explores the extent to which the Integrated Development Planning (IDP) process can promote a shared vision in the political arena of local municipalities to ensure responsive and integrated service delivery. The Integrated Development Planning process is a mechanism through which local municipalities in collaboration with stakeholders and communities reach a consensus about future developments. This study provides an analysis of the integrated development planning process using the case study of the Blouberg Local Municipality (BLM). The rationale for choosing this Municipality was that there are still limited studies that have focused on Blouberg with specific emphasis on the Integrated Development Planning processes. To this end, an analysis of the Integrated Development Planning process and its significance on improving the existing level of service delivery in Blouberg Local Municipality was chosen.

This study adopted the qualitative research methodology to obtain a narrative description from the municipal officials, elected office bearers and external clients such as the business community and traditional authorities in Blouberg Local Municipality. This target population was better positioned to provide their perspectives on the analysis of the integrated development planning process and thus enabling the researcher to gain new insights and new theoretical perspectives about a phenomenon. The target population for this study was 30 participants made up of 5 officials of Blouberg Local Municipality 10 Ward Councillors, 5 Ward Committee members, 5 representatives of the business community and 5 representatives of local traditional authorities formed part of the target population. The data were analysed through the use of descriptive statistics and thematic analysis which is a qualitative data technique.

The research findings revealed that the respondents were fully aware of the IDP process. They understood that the process starts with the municipality issuing notices on when and where the public hearings will be conducted. The respondents completely appreciated the influence of the Integrated Development Planning process in improving service delivery. The Integrated Development Planning, if produced by a legislatively engendered integrated planning process, provides a forum where citizens can come together and exchange ideas.

The study recommends that the Municipality must provide sustainable services and intensify collection of revenue. The Municipality must involve relevant stakeholders in the IDP process, and most importantly allow people at the grassroots level to take part in their own development. Vigorously pursue an integrated approach that includes the business community and properly follow the stages of the IDP. The study also recommends availing of the required resources to enable it to address the challenges faced in the integrated development planning.

Table of Contents

DECLARATION.....	i
DEDICATION.....	ii
ACKNOWLEDGEMENTS	iii
ABSTRACT	iv
LIST OF FIGURES.....	x
LIST OF ACRONYMS.....	xi
CHAPTER ONE:	1
INTRODUCTION AND BACKGROUND.....	1
1.1. INTRODUCTION.....	1
1.2. PROBLEM STATEMENT	2
1.3. RESEARCH OBJECTIVES AND QUESTIONS	5
1.3.1. The research objectives were as follows:	5
1.3.2. The research questions were as follows:.....	6
1.4. ORIENTATION.....	6
1.5. CENTRAL THEORETICAL STATEMENTS AND/OR HYPOTHESIS	8
1.6. RESEARCH METHODOLOGY.....	10
1.6.1. RESEARCH APPROACH.....	10
1.6.2. CASE STUDY.....	10
1.6.3. RESEARCH INSTRUMENTS/METHODS.....	11
1.6.4. TARGET POPULATION AND SAMPLE SIZE	12
1.6.5. DATA ANALYSIS STRATEGY	13
1.7. LIMITATIONS AND DELIMITATIONS OF THE STUDY	13
1.8. ETHICAL IMPLICATIONS.....	14
1.8.1. Seeking permission	14
1.8.2. Informed consent and voluntary participation	14
1.8.3. Confidentiality and anonymity.....	14
1.9. SIGNIFICANCE OF THE STUDY	15
1.10. FRAMEWORK OF THE RESEARCH	15

1.11. CONCLUSION	16
CHAPTER TWO:.....	17
CONCEPTUALISATION OF MUNICIPAL SERVICE DELIVERY WITHIN THE DISCIPLINE OF PUBLIC ADMINISTRATION	17
2.1. INTRODUCTION.....	17
2.2. THE CONCEPT “PUBLIC ADMINISTRATION”	17
2.1.1. Origination of policies in public administration	18
2.3. OVERVIEW OF MUNICIPAL SERVICE DELIVERY WITHIN THE CONTEXT OF PUBLIC ADMINISTRATION	19
2.3.1 Efficient, economic and effective use of resources	19
2.3.2 High Standard of Professional Ethics	20
2.3.3 Impartiality, Fairness and Equity.....	20
2.3.4 Transparency.....	20
2.3.5 Good Human Resource Management	20
2.4. MUNICIPAL SERVICE DELIVERY: A HISTORICAL PERSPECTIVE	21
2.5. CHARACTERISTICS OF MUNICIPAL SERVICE DELIVERY.....	23
2.5.1. Challenges confronting local government service delivery	24
2.6. THEORETICAL FRAMEWORK	27
2.6.2 THE NEW PUBLIC MANAGEMENT MODEL NPM (1991).....	28
2.6 APPLICATION OF NPM ON IDP PROCESS IN BLOUBERG LOCAL MUNICIPALITY	29
2.7 Conclusion	31
CHAPTER THREE.....	32
INTEGRATED DEVELOPMENT PLANNING: AN OVERVIEW.....	32
3.1. INTRODUCTION.....	32
3.2. THEORETICAL FRAMEWORK OF INTEGRATED DEVELOPMENT PLANNING.....	32
3.2.1. Blueprint Approach	32
3.2.2. Systems Approach.....	33
3.2.3. Strategic Approach	34

3.2.4. Integrated Sustainable Approach.....	34
3.3. CONCEPTUALIZING INTEGRATED DEVELOPMENT PLANNING IN SOUTH AFRICA.....	35
3.3.1 Legislative framework of integrated development planning	37
3.4. THE CONCEPT OF A SHARED VISION	38
3.4.1. IDP process stages.....	40
3.5. CONCLUSION	45
CHAPTER 4:.....	46
DATA PRESENTATION, INTEPRETATION AND ANALYSIS.....	46
4.1. INTRODUCTION.....	46
4.2. OVERVIEW OF THE STUDY AREA.....	47
4.3. STUDY SAMPLE CHARACTERISTICS.....	48
4.3.1 Gender.....	48
4.3.2 Age composition of the sample.....	48
4.3.3. Position/ Designation in the Blouberg Local Municipality	49
4.4. FINDINGS OF THE STUDY.....	50
4.5. NARRATIVE DESCRIPTION ANALYSIS	51
4.5.1. Vision and mission of Blouberg Local Municipality	51
4.5.2. Organogram of Blouberg Municipality.....	52
4.5.3 Creation of a shared vision through Integrated Development Planning Process in Blouberg	55
4.6. IMPLICATIONS OF THE STUDY.....	65
4.6.1 Areas for future research	66
4.7. CONCLUSION	67
CHAPTER 5:.....	68
CONCLUSION AND RECOMMENDATIONS.....	68
5.1. INTRODUCTION.....	68
5.2. SUMMARY OF CHAPTERS	68
5.3. Findings of the study	70
5.4. RECOMMENDATIONS	73

5.5. CONCLUSION	75
LIST OF REFERENCES	77

LIST OF FIGURES

Figure 3.1: Municipality and Provincial Budget/ IDP alignment process.....	37
Figure 3.2: IDP process stages	41
Figure 4.3: Blouberg Municipality Map Source (Blouberg Municipality Integrated Development Plan, 2016-2021).....	47
Figure 4.4: Age composition of the sample	49
Figure 4.5: Functions in Blouberg Local Municipality	52
Figure 4.6: IDP process phase	57

LIST OF ACRONYMS

ANC – African National Congress

APA – Annual Performance Agreement

BGDS – Blouberg Municipality Growth and Development Strategy

BLM – Blouberg Local Municipality

CBO – Community Based Organization

DGDS – District Growth and Development Strategy

CFO - Chief Financial Officer

GIS – Geographical Information System

IDP – Integrated Development Plan

INEP – Integrated National Electrification Programme

LED – Local Economic Development

MEC – Member of Executive Council

MFMA – Municipal Finance Management Act

MIG – Municipal Infrastructure Grant

MM – Municipal Manager

MPAC – Municipal Public Accounts Committee

MSA – Municipal Systems Act

NDP – National Development Plan

NGO – Non Governmental Organization

NPM – New Public Management

PDP – Provincial Development Plans

PMS – Performance Management System

RDP - Reconstruction and Development Plan

RAL – Road Agency Limpopo

RSA – Republic of South Africa

SAMWU – South African Municipal Workers Union

SDBIP – Service Delivery and Budget Implementation Plan

SPLUMA - Spatial Planning and Land Use Management Act

CHAPTER ONE:

INTRODUCTION AND BACKGROUND

1.1. INTRODUCTION

Throughout the world an Integrated Development Planning (IDP) process is recognised as a means of improving responsive municipal service delivery through a shared vision (Malefane & Mashakoe, 2019: 474). Valeta and Walton (2018) demonstrate that, the IDP came into being in South African municipalities as a measure of ensuring that the Reconstruction and Development Programme (RDP) between the national, provincial and local government is seamlessly implemented. That led to all services ordinarily expected to be rendered by municipalities being put in the IDP and it has since become a requirement that such are practically implementable. Madzivhandila and Asha, (2012) maintain that IDPs are expected to have timeframes and are normally not over five years.

Mathebula (2018) revealed that, the process of Integrated Development Planning is seen as an important tool for provision of services both directly by providing service delivery as well as indirectly to fulfil community needs. Subsequently, scholars such as Khuzwayo (2019) argues that inadequate integrated development planning is perceived to be a barrier to the improvement of service delivery. This may be acute in rural and local municipalities which are less capacitated and may undertake poorly and uncoordinated integrated development planning processes. Makalela (2019) also confirms that the less capacitated rural and local municipalities tend to undertake uncoordinated Integrated Development Planning processes. This is perceived to be directly linked to fragmented service delivery.

This study analysed how the Integrated Development Planning process can promote a shared vision in local municipalities to ensure responsive and integrated service delivery utilizing Blouberg Local Municipality (BLM) as a case study. In the process, this also reveals how a shared vision can promote integrated and responsive delivery of services. The study takes it that the Integrated Development Planning process provides a stage for

different role-players including the marginalised groups to collectively formulate municipal service delivery plans and influencing their development practice.

Blouberg Local Municipality is situated in the North-Western boundary of the Republic of South Africa with Botswana and Zimbabwe. The Limpopo River serves as the border between the municipality, Botswana and Zimbabwe. It is largely a rural municipality with most of the settlements being rural and it is situated 95 km from Polokwane City. The Municipality has an area of 9,248.44 square kilometres with a total of 22 wards (Blouberg Municipality Integrated Development Plan, 2016-2021).

1.2. PROBLEM STATEMENT

The purpose of this research was to investigate the extent to which the Integrated Development Planning process can promote a shared vision in local municipalities to ensure responsive and integrated service delivery using the case study of Blouberg Local Municipality. Local municipalities are the institutions of local government which are closest to the people.

The local government system put in place a comprehensive and descriptive legal framework to give effect to the constitutional mandate of municipalities. This is crucial as section 152 (1) of the Constitution of the Republic of South Africa 1996 states that the objects of local government are: (a) to provide democratic and accountable government for local communities; (b) to ensure the provision of services to communities in a sustainable manner; (c) to promote social and economic development; (d) to promote a safe and healthy environment; and (e) to encourage the involvement of community and community organisations in the matters of local government.

The Development Facilitation Amendment Act 67 of 1995 introduced planning to coordinate and direct activities which provided the foundation for transitional local government. During this transition, local government went through major institutional reforms from 1994. One of the key aspects of this reform was the introduction of municipal planning in the form of the Integrated Development Planning process. The Integrated Development Planning process seeks to restructure local government internally and

externally with the intention of ensuring efficient and effective municipal service delivery (Khuzwayo, 2019). Service delivery can be improved in municipal areas when the Integrated Development Planning process serves as a business plan for the municipality (Mathebula, 2018). The objectives and services to be delivered must be inculcated in all municipal activities through management planning processes (Mathebula, 2018).

While the advent of democracy and its new structures and systems of local government were aimed at accelerating service delivery and proper planning and communication between government and its stakeholders, the situation on the ground is not as amicable as it should be. According to Mphehle (2012:214),

“Despite the government’s introduction of these policies to address the anomalies of the past, and change in certain communities being visible in some basic services, generally service delivery in a number of local municipalities throughout the nine provinces of the country is perceived to be proceeding at a snail’s pace, minimal and not adequately visible”.

Local government is characterised by regular service delivery protests, some of which have turned violent leading to the destruction of property. Blouberg Local Municipality has not been immune to such protests. For example, it witnessed over twenty-one protests in the 2018/19 financial year according to the revised IDP 2019/20 and the Annual Report 2018/19. Dissatisfaction with municipal service delivery performance has even been escalated to the social media space where members of the community, within the Municipality and those in the diaspora express concerns over the level of service delivery, especially with regards to the provision of basic services such as road infrastructure, water and sanitation. One such social media page that has been established is the Blouberg My Land Facebook page which provides residents with space to air their grievances.

Recently scholars have shown an increased interest in exploring the significance of Integrated Development Planning process as a mechanism for improving responsive and integrated service delivery in local government. For instance, Khuzwayo (2019) revealed that the Integrated Development Planning process is a municipal strategic plan designed

to bring about developmental local government. Similarly, Mathebula (2018) illustrated the relevance of the Integrated Development Planning model in fulfilling its stated goals of social equity and environmental sustainability. His study established that Integrated Development Planning promotes an integrated and participatory approach whereby all stakeholders and affected individuals are legally consulted.

In another study, Hlongwane (2012) illustrated the effectiveness of the Integrated Development Planning process as a performance management system for local municipalities concerning municipal service delivery. The study revealed that the Integrated Development Planning process is a tool for prioritising the basic services of the local people.

Makalela (2019) conducted a study on the efficacy of integrated development plan in enhancing service delivery in Lepelle-Nkumpi Local Municipality, one of the constituent municipalities within the Capricorn District Municipality. According to Makalela (2019), the execution of Integrated Development Planning in Lepelle-Nkumpi Local Municipality experienced specific problems such as inadequate resources, poor project execution, lack of public involvement and political conflicts.

While Madzivhandila and Asha (2012) conducted a study with the purpose to analyse the ability of local municipalities in facilitating planning and execution of development efforts at grass roots in Capricorn District Municipality. However, the study was only confined to three municipalities within the district, viz, Polokwane, Aganang (now disestablished) and Lepelle Nkumpi where weaknesses in coordination, communication and service delivery were identified. Todes, Sithole and Williamson, (2017) also state that many municipalities find it hard to design proactive and long-term plans that go beyond the organisation of integrated and responsive service delivery.

Little is known about how the Integrated Development Planning process promotes responsive and integrated service delivery at the Blouberg Local Municipality. Identified studies that come closer to the study of the Blouberg Integrated Development Planning process include those focusing on the Capricorn District Municipality and its other constituent municipalities. However, much of the research on the analysis of the Integrated Development Planning process so far has been explanatory in nature and fail

to clarify how the Integrated Development Planning process promote responsive and integrated service delivery. Unfortunately, the analysis of the Integrated Development Planning process has not been closely examined particularly in Blouberg Local Municipality. Consequently, little is known about how Integrated Development Planning process promotes a shared vision in the local municipality and it is not clear how promoting a shared vision through the Integrated Development Planning process improves responsive and integrated service delivery.

To this end an analysis of the Integrated Development Planning process and its significance in creating a shared vision to improved service delivery in Blouberg Local Municipality makes a significant addition to new knowledge. The study draws on Coyers and Hills' (1984) theory of decentralised approach and the case study of Coetzee (1997) on development planning and administration to explore the extent to which Integrated Development Planning promotes a shared vision for responsive and integrated service delivery at the Blouberg Local Municipality.

1.3. RESEARCH OBJECTIVES AND QUESTIONS

The following were the research objectives and questions.

1.3.1. The research objectives were as follows:

- To analyse the Integrated Development Planning process in South African local government.
- To analyse how the Integrated Development Planning Process influences service delivery at the Blouberg Local Municipality.
- To identify challenges faced by Blouberg Local Municipality in its attempt to improve service delivery through the Integrated Development Planning process; and
- To propose improvements in the implementation of the Integrated Development Planning processes in order to enhance service delivery in the Blouberg Local Municipality.

1.3.2. The research questions were as follows:

- What is the Integrated Development Planning process in South African local government?
- What is the influence of the Integrated Development Planning Process on service delivery at the Blouberg Local Municipality?
- What are the challenges faced by the Blouberg Local Municipality in its attempt to improve service delivery through the Integrated Development Planning process?
- What improvements can be made to ensure the Integrated Development Planning process enhance service delivery in the Blouberg Local Municipality?

1.4. ORIENTATION

Integrated Development Planning initially started gaining traction in the 1960s after World War II in the Western countries as a tool for coordinating development (Madzivandila & Asha, 2012). During the time, the idea of the concept was concerned with a variety of interventions and stakeholders collaborating towards a shared vision in order to respond to the needs of the people. Scholars such as Malefane and Mashakoe (2019) argue that Integrated Development Planning is considered to be adequate when it is coordinated since it will take into account diverse perspectives. Despite this, in the early 1980s, the concept Integrated Development Planning was seen to be consistently lacking proper decision-making approaches between the national, provincial and local authorities as well as civil society and local Non-Governmental Organisations (Makalela, 2019). For this reason, the formulation of integrated development planning, through proper coordination between diverse actors and sectors, called for the involvement of such stakeholders in decision making processes in order to find optimal solutions to critical issues (Madzivandila & Asha, 2012)

Furthermore, in the late 1980s, Integrated Development Planning process came to be understood as a decision-making mechanism (Madzivandila & Asha, 2012) . That meant integrated development required a variety of actors to be involved in decision making processes as it was seen that adequate Integrated Development Planning process must be coordinated and ensure that diverse actors influence allocative decisions in their

favour (Khuzwayo, 2019). Furthermore, Mathebula (2018) demonstrates that some progress was made in the context of coordination which promoted joint Integrated Development Planning and decision-making processes across the national, provincial and local authorities. Malefane and Mashakoe (2019) state that, the formulation of Integrated Development Planning via decision making incorporates involving people in decisions regarding coordination, planning, budgeting and prioritisation of resources in local municipalities.

South African integrated development was introduced post 1994 as a strategy to rectify the injustices of the past. The aim was to ensure provision of services, create new structures in organisations as well as to capitalise development initiatives in a long run which improve the quality of life of the people (Khuzwayo, 2019). The imbalance in the provision of services in South Africa has created challenges to a number of communities, either based on the rural-urban divide or along racial lines as reflected in the National Development Plan Diagnostic Report (2011). However, the aspect of allocation of resources worldwide has mainly been a targeted approach. Various theories have been advanced as tools to aid planning and allocation of resources to communities. Makalela (2019) indicates that the central place theory, the Growth pole theory, modernization theory and industrial location theory have played a key role in determining allocation of resources, especially infrastructure resources, to areas with high population transport, accessibility and strategic location based on availability of infrastructure or employment opportunities that attract a large number of people.

Government adopted the National Spatial Development Perspective in order to guide development in areas of high population concentration as well as strategically located areas in order to foster accelerated development in South Africa in 2003 (Mathebula, 2018). Furthermore, legislations that followed suite ensured that municipalities adopt Spatial Development Frameworks to guide development (i.e. Local Government: Municipal Systems Act, 117 of 2000). Legal prescripts like the Spatial Planning and Land Use Management Act make it important for the development of Spatial Development Frameworks for all spheres of government (RSA, SPLUMA, 2013).

Proper planning creates chances for all spheres of government to plan long term service delivery strategies, in particular on a five-year time frame in municipalities (Madzivandila

& Asha, 2012). The focus in South Africa is to enhance the existing level of services and change the structure of the local economy to ensure long term service delivery (Malefane & Mashakoe, 2019).

Hlongwane (2012) demonstrates that to fulfil this purpose, Integrated Development Planning has specifically addressed issues such as changing apartheid planning, improving local municipalities to promote participatory mechanisms, creating accountable, responsible and open processes of planning and ensuring service oriented local municipalities. The Integrated Development Planning process can contribute towards service delivery by establishing opportunities in situations whereby local municipalities are able to strengthen their ability to promote service delivery (Valeta & Alton, 2018). In such circumstances, the local citizens will have access to service delivery opportunities and make use of such services for socio-economic development (Hlongwane, 2012). The incremental advancement for the accessibility, availability, affordability, acceptability, utilisation and quality of the social, economic, trading, and subsidised and community services requires adequate and well-informed Integrated Development Planning process. Thus, the Integrated Development Planning process can empower Blouberg Local Municipality to gain the capacity to deliver services in a more integrated and sustainable manner, therefore enabling people to create productive opportunities through those services.

1.5. CENTRAL THEORETICAL STATEMENTS AND/OR HYPOTHESIS

- In South Africa, the development functions of local government are usually undertaken by municipal departments. These functions are normally allocated to departments on the basis of specialisation, for example health functions are allocated to health department and engineering functions to the department of Town or City Engineer. Local government is often referred to as the sphere of government that is closest to the people (Davids, Theron & Maphunye, 2010: 60). Local government can therefore play an important development role by making sure that people are at the centre of local development initiatives (Madzivhandila

& Asha, 2012). Furthermore, Makalela (2019) argues that certain development duties must be allocated to local government by stating that a municipality must structure and manage its administration, budgeting and planning process to give priority to the basic needs of the community and to promote social and economic development of the community.

- Integrated Development Planning as the strategic plan of local government is ideally placed to represent the voices from below through public participation (Mathebula, 2018). Makalela (2019) states that for proper Integrated Development Planning to be done, all relevant role players should be engaged and have a meaningful say in the decision-making process. For a municipality this means that all stakeholders should participate in decision making (Davids et al., 2010). Hlongwane (2012) states that the Integrated Development Planning is uniquely placed to analyse dynamics within communities and ensure that the historically excluded and marginalised can become dynamic equal participants in community transformation and democratisation. Therefore, Integrated Development Planning should be used as the vehicle to mandate grassroots development and authentic and empowering public participation (Davids et al., 2010: 135). Currently, Integrated Development Planning within the context of participatory local government is theoretically the best thought out framework to engage in a municipal-community partnership (Madzivhandila & Asha, 2012).
- Khawula (2018) states that through the Integrated Development Planning, municipal planning must be service delivery oriented to ensure that a municipality strives to achieve the objectives of local government set out in the Constitution (1996, section 152) which relates to democratic and accountable government, sustainable service delivery, social and economic development, a safe and healthy environment and participation in local government matters by the public. Furthermore, Integrated Development Planning allows local government to focus on service delivery outcomes such as the provision of household infrastructure and services, the creation of liveable, integrated cities, towns and rural areas, the promotion of Local Economic Development (LED) and community empowerment and redistribution (Mathebula, 2018).

1.6. RESEARCH METHODOLOGY

Research methodology entails the procedures which are used to generate new research knowledge (Brink, Van der Waldt & Van Rensburg, 2012). Mufamadi (2017: 114) demonstrates that these procedures are not fixed, instead are continuously enhanced for the purpose of addressing emerging challenges. Research methodologies selected for the study and the reasons for selecting particular methodologies thereof are hereby laid down.

1.6.1. RESEARCH APPROACH

A qualitative research approach was used in this study. First, the qualitative research approach in the study of the Blouberg Local Municipality was suitable as it enabled respondents to reveal their perceptions, attitudes, beliefs, views and feelings concerning the Integrated Development Planning process. Second, this approach was also useful in the study of the Blouberg Local Municipality as it relied on non-statistical methods and manageable small purposefully selected samples. Thirdly, the approach enabled the research to focus on the phenomenon that occurred in natural settings and to study this phenomenon in all its complexity (Brink et al. 2012: 121) emphasising on aspects meaning, process and context (Mufamadi, 2017: 117). Fourthly, the qualitative research approach was useful for exploring the full extent of the Integrated Development Planning process in the Blouberg Local Municipality which is not well understood. Little is known about how the Integrated Development Planning process promotes responsive and integrated service delivery at the Blouberg Local Municipality. Finally, a qualitative research design was opted for to obtain a narrative description from the respondents in the Blouberg Local Municipality with regard to the Integrated Development Planning process. This enabled the researcher to gain new insights and new theoretical perspectives about a phenomenon.

1.6.2. CASE STUDY

In the context of this study, a case study was utilised in order to narrow the study to an analysis of the Integrated Development Planning process in improving responsive and integrated service delivery at the Blouberg Local Municipality Heale and Twycross (2018)

state that in a case study, a certain individual, program or event is studied in depth for a specific period. In some instances, a researcher studies a singular case because of its unique or exceptional qualities, which aid the understanding or inform practice in similar situations. A case study can be used for learning more about a poorly understood concepts. In some instances, a case study can be used for generating and providing a preliminary support for a set hypothesis. Heale and Twycross (2018) further reported that in a case study, a researcher collects intensive data on the individual(s), program(s) or event(s) which might be the current focus of study.

1.6.3. RESEARCH INSTRUMENTS/METHODS

For the researcher to obtain as much information as possible, a combination of instruments was used. Instruments used were desktop data collection, physical observations and semi-structured interviews. Desktop data collection derived from municipal strategic documents such as IDPs, Annual Reports, reports from the provincial and national government about municipal planning, performance, monitoring and evaluation. Online interviews were conducted in order to conform to the lockdown rules requirements. Furthermore, the researcher used the physical observation instrument where some of the municipality's infrastructure projects and state of selected facilities such as roads, water infrastructure, as well as some social infrastructures were visited to verify some responses from participants in the study.

Semi-structured interviews were utilized as a means of data collection. Semi-structured interviews consist of questions which are not predetermined as they are open and adaptable (Clifford & Clark, 2019). For purposes of attaining balance with regards to identified respondents, the researcher identified two categories of respondents, namely; those who form part of the institutional structure of the municipality by either being part of the administration as employees or as elected office bearers. The other category consists of key stakeholders of the municipality who are directly affected by the mandate of the municipality and have pivotal parts in the planning to play a huge role in the planning developments. Thus, the semi-structured interviews were conducted with key informants in the municipality, Ward councillors and external stakeholders like the business community and traditional authorities. The semi-structured interviews allowed the

research participants to respond to questions in terms of their own frame of reference (Brink et al. 2012). The questions revolved on an analysis of the Integrated Development Planning process in Blouberg Local Municipality and how it created a shared vision for improved service delivery.

The semi-structured interviews were formalised so that all respondents would hear the same questions in the same order and in the same manner. The advantage of semi-structured interviews was that responses could be obtained from a wide range of participants (Clifford & Clark, 2019). The instrument was also used because it was appropriate when straightforward and comprehensive factual information was required. Bless and Higson (2008) point out that the benefit of this instrument or method is that questions can be easily clarified if they are misunderstood, and non-verbal behaviour and mannerism can be observed while its limitation is that participants may provide socially acceptable responses.

1.6.4. TARGET POPULATION AND SAMPLE SIZE

Population is the entire group of individuals that is of interest to the researcher, while target population refers to the whole individuals whereby the researcher seeks to draw conclusions (Brink, Van der Walt and Rensberg, 2012: 131). The population of the study comprised of both internal and external stakeholders from around Blouberg Local Municipality's area of jurisdiction.

The target population of the study was purposively selected to include 5 officials within the Blouberg Local Municipality, 10 Ward Councillors, 5 Ward Committee members, 5 representatives community structures which include, but not limited to, faith-based organizations, taxi industry, local chamber of business and 5 representatives of local traditional authorities formed part of the target population. The target population was selected as the researcher assumed that they had comprehensive information and interest concerning the research questions.

These respondents were the key informants in this research since they provided detailed information about the legislative frameworks of IDP, the existing level of service delivery and the contribution of IDP process towards service delivery. Purposive sampling, a non-

probability sampling method was used (Yin, 2017). Purposive sampling is a type of non-probability sampling which is based on the judgement of the researcher regarding participants that are representative of the study phenomenon. For this reason, purposive sampling was used as the researcher purposively selected participants with the ability to provide relevant information concerning the variables being studied.

1.6.5. DATA ANALYSIS STRATEGY

Thematic data analysis was used. This data analysis strategy was used as it assisted the researcher to explore a variety of variables of the research study. For instance, in this study, the strategy helped the researcher to qualitatively analyse data concerning the Integrated Development Planning process in Blouberg Local Municipality. The strategy helped the researcher to make informed conclusions and findings which are objective. Thematic analysis enabled the development of themes. The data analysis process involved sorting and sifting of information into themes that were linked with the research objectives. The themes that emerged were categorised and coded. Thus, data analysis involved classifying or categorising and indexing data with the aim of making sense out of it and highlighting the important features or findings of the data. The data analysis method also made use of the graphical displays to outline the main demographical information of the research participants. Since respondents were interviewed through online interviews using the interview guides sound recordings of the interviews were uploaded on Google drive for safekeeping. The interpretation of the research findings was supported by means of direct quotations of verbatim responses of the research participants derived from the transcribed interview data

1.7. LIMITATIONS AND DELIMITATIONS OF THE STUDY

Limitations and delimitations characterized the study as is always the case with all scientific researches. The first limitation is that the findings thereof were confined to a particular local municipality and thus does not reflect situations in other local municipalities in Limpopo Province as well. Secondly, although the researcher employed secondary and primary data collection methods and interpretation mechanisms, there was no means of control over the certainty of both secondary and primary data collected.

The study was restricted to the analysis of Integrated Development Planning process in Blouberg Local Municipality.

1.8. ETHICAL IMPLICATIONS

Ethical considerations are the moral principles which guide human behaviour (Brink, Van der Walt and Rensberg, 2012). Babbie (2010) demonstrate that, these are usually based on the rights of individuals which must be respected. The researcher conducted the study in an ethical way from the start to the end. The following are the types of ethical considerations that were upheld by the researcher.

1.8.1. Seeking permission: Before the research was conducted, written permission was obtained from the responsible authority to interview key staff at the Blouberg Local Municipality. Permission is a way of allowing an investigator to undertake the study in an organization (Ader & Mellenbergh, 2018). Permission was obtained through requesting approval from BLM to conduct the study.

1.8.2. Informed consent and voluntary participation: Research participants were given consent forms to sign to ensure that their participation in the research was voluntary and that all required explanations and clarifications were made before the actual interviews. This was done to avoid problems that may unexpectedly arise in the future regarding this ethical issue (De Vaus, 2018). To fulfill this, the researcher considered the type of information requested from the individuals and participants. Furthermore, the study also upheld the ethical principle of avoidance of harm to ensure that the outcome of the study did not cause any harm to the participants.

1.8.3. Confidentiality and anonymity: All information obtained from research participants was kept confidential and all necessary precautions were taken to ensure that the information did not end up in the hands of unauthorised people. In order to ensure that the identity of the research participants is protected their details and contact addresses were not included in the research documents. The responses were sealed and kept in a safe place and also personal names and information of individuals were not revealed.

1.9. SIGNIFICANCE OF THE STUDY

The purpose of the research was to investigate the extent to which the Integrated Development Planning process can promote a shared vision in the political arena of local municipalities to ensure responsive and integrated service delivery using the case study of Blouberg Local Municipality. The study enhanced the research capacity of the researcher. It provided insights into how the Blouberg and similar municipalities can create a shared vision for local development. This study makes an important contribution to local government policy making in general. Municipalities can benefit as well by using the information to promote proper Integrated Development Planning processes to ensure responsive and integrated service delivery.

1.10. FRAMEWORK OF THE RESEARCH

The study comprised of five chapters chronologically arranged as follows:

CHAPTER 1: INTRODUCTION AND BACKGROUND

This chapter provided introduction and background of the study. The chapter focused on orientation of the study and provided a comprehensive statement of the research problem. The research objectives and significance of the study were also clarified in this chapter.

CHAPTER 2: CONCEPTUALISATION OF MUNICIPAL SERVICE DELIVERY WITHIN THE DISCIPLINE OF PUBLIC ADMINISTRATION

This chapter provided literature on the concept of municipal service delivery within the context of public administration. A comprehensive conceptual framework of municipal service delivery was provided as well as the key indicators and current state of municipal service delivery.

CHAPTER 3: INTEGRATED DEVELOPMENT PLANNING: AN OVERVIEW

This chapter provided details of what constitutes Integrated Development Planning and how it may promote a shared vision in local municipalities. A historical background and

approaches used to institutionalise Integrated Development Planning were also discussed.

CHAPTER 4: DATA PRESENTATION, INTERPRETATION AND ANALYSIS

Focus in this chapter was on the analysis of data to determine if the Integrated Development Planning process promoted a shared vision in the Blouberg Local Municipality to promote responsive service delivery.

CHAPTER 5: RECOMMENDATIONS AND CONCLUSION

This chapter provided recommendations and conclusions on the research.

1.11. CONCLUSION

Chapter one of the study provided an introduction to the study. It includes historical background, a research problem, research questions and objectives, and conceptualisations of all key terms used in the study. The chapter further includes methods used to collect data, study population and sampling method, significance of the study, ethical considerations and limitations of the study. Sequential arrangement of chapters is also provided. The next chapter conceptualises municipal service delivery within the context of public administration.

CHAPTER TWO:

CONCEPTUALISATION OF MUNICIPAL SERVICE DELIVERY WITHIN THE DISCIPLINE OF PUBLIC ADMINISTRATION

2.1. INTRODUCTION

The previous chapter provided the introduction and background of this study which analyses how the Integrated Development Planning process in Blouberg Local Municipality creates a shared vision for enhanced service delivery. In addition, the chapter also indicated the research methodology this study adopted. The present chapter conceptualises municipal service delivery within the discipline of public administration.

2.2. THE CONCEPT “PUBLIC ADMINISTRATION”

Public Administration and public administration are different in nature. Most scholars argue that Public Administration refers to an academic discipline of study, while public administration refers to a field of practice (Rutgers and Van Der Meer, 2010). As argued by Rutgers and Van Der Meer (2010), Public Administration refers to the implementation of government policy and also an academic discipline that studies the implementation of government policy while preparing civil servants for working in the public service. Thus, the concept includes the study of public programs, the translation of politics into the reality that citizens use every day and the study of government decision making, the analysis of the policies, the various inputs that have produced them and the inputs necessary to produce alternative decisions.

According to Kettl (2015: 230), “public administration refers to the implementation of government policy”. It is, therefore, a field of inquiry with a diverse scope with the fundamental goal to advance management and policies so that government can function. Kettl (2015) further argued that public administration is centrally concerned with the

organisation of government policies and programs along with the conduct of officials who are responsible for how they behave.

Most public servants who are not political decision makers are considered to be public administrators such as director generals, deputy director generals, heads of departments, directors, municipal managers, human resource administrators and administrative officers are public servants working in public departments and agencies at all levels of government (Anderson, 2015).

2.1.1. Origination of policies in public administration

Policies in public administration are a goal directed course of action taken by government or administrators to deal with public problems (Grady, 2009). This means in public administration, policies originate with the purpose of addressing certain issues affecting the citizens. Thus, Rutgers and Van Der Meer (2010) argue that government use policies to solve socio-economic problems to counter a threat or to pursue an objective. For this reason, in the context of public administration, policies are then choices made by official government bodies and agencies that affect the public interest. Therefore, policies in public administration involve making a series of activities that leads ultimately to a policy decision and the application of that decision (Kettl, 2015).

Furthermore, Grady (2009) demonstrated that the origination of policies in public administration can be categorised as follows. Regulatory policies originate in order to maintain order and probability behaviours that endanger society (Grady, 2009). For example, attempts to administer voting procedures or provide traffic ordinances. Secondly, Kettl (2015) stated that distributive policies originate with the purpose to provide for the benefits to citizens, groups or corporations, e.g., tax abatements, farm subsidies and tax write offs. Redistributive policies also originate to provide equality, whereby government redistributes societal wealth from one group to another (Rutgers and Van Der Meer, 2010). For example, this includes progressive taxation where tax rates increase as personal income increases.

2.3. OVERVIEW OF MUNICIPAL SERVICE DELIVERY WITHIN THE CONTEXT OF PUBLIC ADMINISTRATION

Municipal service delivery in the context of public administration can be traced to section 152 of the Constitution of the Republic of South Africa (1996). For this reason, the mandate of municipalities concerning municipal service delivery must, in terms of section 152, be designed to promote the following key objects of local government: providing democratic and accountable government for local communities; ensuring the provision of services to communities in a sustainable manner; promoting social and economic development; promoting a safe and healthy environment; and ensuring the involvement of communities and community organizations in the matters of local government.

It should be noted that the word object in public administration has a special legal connotation and means the focus of attention, thus is not a synonym for objective (Davids, Theron & Maphunye, 2010: 46). The attainment of the stated constitutional objects of municipalities is quantified by section 152 (2) of the Constitution (1996) which states that a municipality must strive within its financial and administrative capacity to achieve them. Similarly, Mzimela (2017: 324) states that the objects of municipalities concerning municipal service delivery must be attained within the principles of public administration. Mafunisa (2017: 334) states that, democratic principles of public administration denote the degree of importance of something or action with the aim of determining what actions are best to do or what is the best way to live or to describe the significance of different actions. Some of the democratic principles of public administration that must guide municipal service delivery include but are not limited to the following:

2.3.1 Efficient, economic and effective use of resources: Local government needs to promote the efficient, economic and effective utilization of resources when it comes to municipal service delivery (Mafunisa, 2017: 364). Normally most local municipalities are confronted with fruitless, wasteful and unauthorized expenditures when it comes to the delivery of services to the people. It is for this reason that the municipal officials must comprehensively understand this principle of public administration to ensure effective and efficient municipal service delivery.

2.3.2 High Standard of Professional Ethics: Section 195 (1) (a) of the Constitution states with regards to this principle that “a high standard of professional ethics must be promoted and maintained in local government.” Local municipalities must therefore comply with the principle of a high standard of professional ethics. This promotes the key elements of professional ethics such as honesty, integrity, transparency, accountability, objectivity and obedience to law (Davids & Maphunye, 2010: 42).

2.3.3 Impartiality, Fairness and Equity: Local governments must ensure that service delivery in their areas of jurisdiction is provided impartially, equitably, fairly and without bias (Mafunisa, 2017: 436). Impartiality, fairness, and equity also denote that laws should be of a universalistic nature, applicable to all and more or less in their operation (Davids, Theron & Maphunye, 2010: 53). All people are equal before the law and there should not be any distinction based on rich or poor, strong or weak regarding submission to the rule of law.

2.3.4 Transparency: Mafunisa (2017; 331) states that, transparency must be fostered by providing the public with timely, accessible and accurate information. Generally, in the context of public administration, transparency for municipal service delivery implies openness, communication and accountability.

2.3.5 Good Human Resource Management: Good human resource management and career development practices to maximize human potential must be cultivated in the public administration of local government to foster responsive and integrated municipal service delivery (Mafunisa, 2017: 339). Good human resource management in local government should be an approach to managing the most valuable assets human resources of the organization.

Furthermore, municipal service delivery within public administration is also guided by the Batho Pele Revitalization Strategy (2001). Batho Pele (meaning putting people first) is an initiative to get public servants to be service oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement (Mananga, 2012: 23). It is a simple transparent mechanism which allows citizens to hold public servants accountable for the type of services they deliver.

The Batho Pele Revitalization Strategy represents a framework within which efforts to intensify the Batho Pele Campaign could be structured. In the context of public administration, central to the Batho Pele Revitalisation Strategy (2001) is ensuring that local government does what it set out to do and upholding the principles of public administration when dealing with municipal service delivery. The strategy prioritizes four pillars for improving municipal service delivery. **Re-engineering and improving the back-office operations of government:** Crouse (2002: 54) states that interactions between government and citizens is promoted for citizens to voice their concerns about service delivery. **Re-engineering and improving the front office operations of government:** Joint efforts by senior managers to address service delivery issues and backlogs at service points of service delivery intensive institutions (Mananga, 2012: 76). **Internal communication:** This includes communication within a municipality itself where different departments avoid silo mentality kind of operation and integrate their activities so that the vision statement of a municipality can be realized (Venter and Landsberg, 2011: 146). **External communication:** This includes communication between all the three government tiers. This should include communication on aspects such as housing, health, water provision, tourism and social services. There should also be communication between municipalities themselves. For instance, it is a requirement that a district municipality should provide a framework for communication within the local municipalities.

2.4. MUNICIPAL SERVICE DELIVERY: A HISTORICAL PERSPECTIVE

During the apartheid era, local government failed to provide municipal services to indigenous people of the country. That as stated by Ntliziywana (2017: 14) was attributed to the fragmented nature of local government then. Ntliziywana (2017:14) states that the circumstances were perpetuated by the idea of own management for own areas of single local authorities for separate racial groups. The overriding aim of this separate development was to ensure reduction of white local authorities from the provision of services to the underprivileged black areas. This created a situation where people were poorly treated due to their skin colours (Van der Byl, 2014). Business centres with a potential for high revenue base were exclusive terrains of white people. Such settlements could not be accessed by blacks due to the deliberate passing of some draconian laws

meant to preserve white supremacy and territory ensuring great rates for them in the process. Nkomo (2017: 7) demonstrates that townships which lacked meaningful reliable economies were reserved for the black people. These townships lacked an economic tax base as apartheid laws barred retail and industrial development in the areas, thereby forcing black people to spend most of their money in white areas (Ntliziywana, 2017: 14).

Given their nature and make up, compounded by economic deprivation, township local government institutions lacked the necessary resources to make a difference in black people's quality of lives. Furthermore, most of the black South Africans were relegated to the homelands where democratic local authorities like those in the white areas did not exist (Van Der Byl, 2014). Instead, there was a variety of non-democratic institutions and different systems of leadership which were different from one area to the other as designed by apartheid geography (Ntliziywana, 2017: 156). These institutions were led by the apartheid government and did not account to their communities but to the political hegemony of apartheid and did not provide the services normally associated with local government.

The advent of local government for different racial groups created not only a plethora of parallel bureaucracies responsible to different political authorities, but also an unequal, skewed and racial distribution of wealth, resources and services to the people of South Africa (Nkomo, 2017: 12). In terms of the White Paper on Local Government (1998), this crucially destroyed the spatial, social and economic environments in which people live, work, raise families and seek to fulfil their aspirations. This left townships in appalling social and economic conditions, as the amount of spending for such areas was a mere drop in the ocean compared to what was happening in white areas (Wittenberg, 2003). Therefore, the economic system that was deliberately biased towards white urban areas at the expense of black areas created absurd results of deep, structural disparities, extreme poverty and distorted settlement patterns.

With the demise of apartheid and involvement of the previously disadvantaged communities in the of local government dispensation, there was an urgent need for rapid municipal service delivery in order to rectify the ravages of apartheid (Ntliziywana, 2017: 16). The ushering in of the democratic system of local government would have to be

designed to ascertain quick delivery of municipal services and decentralisation of public administration. The local government system put in place a comprehensive and descriptive legal framework to give effect to the constitutional mandate of municipalities. Furthermore, the South African Constitution of 1996 notes that municipalities are also expected to structure and manage their administration, budgeting and planning processes to give priority to the basic services of the community. The system of local government is aimed at restructuring local government internally and externally with the intention to ensure efficient and effective municipal service delivery.

2.5. CHARACTERISTICS OF MUNICIPAL SERVICE DELIVERY

Crous (2002: 53) argues that services can be classified as public if they cannot be provided by the private sector due to their collective nature, are a requirement for the fulfilment of government's goals and objectives and the private sector fails to deliver them or can be provided more cost-effectively by collective effort rather than by individual effort. Similarly, Matebesi and Botes, (2017) confirm that services are classified as being either public or private services, on the basis of being either collective or particular in nature. Collective services are usually classified as public services and particular services belonging to the private sector (Crous, 2002: 53). A third category of public services is quasi collective services, and incorporates aspects of both collective and particular services. Quasi collective services are also perceived as subsidised particular services, as the customers are subsidised in whole or in part through income tax.

Managa (2012) demonstrates that quasi collective services have advantageous externalities created to the benefit of the community or disadvantageous externalities created to the destruction of the community and should therefore be regulated and delivered by government. By analysing the above categories of services, it becomes clear that provision of services is not one dimensional. This implies that the nature of municipal service delivery within the discipline of public administration can be classified in terms of the following characteristics.

- a) Municipal service delivery is non-apportionable. Crous (2002: 53) states that municipal service delivery cannot be divided into consumption units and can

therefore not be provided per unit according to a market demand and sold at a price for unit determined by the free interaction of supply and demand in the marketplace.

- b) Nkomo (2017: 13) demonstrates that municipal service delivery is non-exclusive. This means that people should ordinarily not be refused access to such services regardless of whether they pay for them or not.
- c) Municipal service delivery is inexhaustible and that makes Ntliziywana (2017) believe that municipal service delivery cannot be stopped from being put in use. All that is required is the proper handling and maintenance of same and that would ensure continued service to the people.
- d) Lastly municipal service delivery is monopolistic in nature (Crous, 2002: 54). Local government normally holds the monopoly over such services which implies that local government is the sole provider of such services.

For this reason, it is possible in the context of this study to classify municipal service delivery as either collective or particular. However, when attempting to classify municipal service delivery, it becomes clear that municipal service delivery possesses both the characteristics of collective and particular services. This means municipal service delivery can be referred to as subsidised for particular services where customers or beneficiaries are subsidised in whole or in part through income tax. Municipal service delivery also possesses positive externalities generated to the advantage of the whole community and negative externalities generated to the detriment of the whole community. This implies that there has to be regulations on municipal service delivery which should also be provided as quasi collective services.

2.5.1. Challenges confronting local government service delivery

As stipulated in section 152 of the Constitution of the Republic of South Africa (1996), local government is the engine of municipal service delivery. Thus, local government is required, amongst others, to ascertain that provision of municipal services to communities is done in a sustainable manner. The Organised Local Government Act (1997) states that, South Africa has metropolitan municipalities, district municipalities and local

municipalities. All these categories of municipalities play a key role in delivering municipal services such as water, sanitation, markets, refuse removal and land management.

Nkomo (2017: 2) describes municipal service delivery as playing a key role in local government in South Africa. Due to the constitutional requirements, he argues that the trajectory of local government delivery of services is perceived as a mechanism and social contract to establish social inclusion and improve the quality of life of the poor majority which were previously marginalised by the apartheid government. In accordance with this argument, Ngcamu (2019: 7) posits that many South Africans perceive democratisation in local government in instrumental terms, through whether socio-economic goods are delivered or not.

Matebesi and Botes (2017: 89-91) state that fewer than half of South African citizens thought the then new local government system was working well. They also argue that, local government is often judged in personalised terms especially based on whether local government councillors are seen as performing their duties well and as listening to constituents. Popular dissatisfaction with local government concerning municipal service delivery is usually demonstrated at the ballot box which Nkomo (2017: 3) portrays as the primary vertical accountability instrument.

When elections are seen as inadequate to enforce the requirement of elected political leaders to answer for their political decisions (MacLennan and Munslow, 2009), dissatisfaction may also be expressed in protests aimed at ensuring that local people get access to municipal services. Protests over municipal service delivery seem to originate from poorer neighbourhoods especially shack squatter camps and townships rather than the better off suburbs. This implies that accountability for municipal service delivery is seen as lacking in many South African local municipalities. While access to municipal service delivery has improved over time, local people demand typically focus on the poor quality of service provided.

Since 1994, the South African local government have prioritised municipal service delivery to poor areas of many cities, towns and rural areas. For the first time, most people have access to electricity and sewage systems that had previously been reserved for the

whites (Nkomo, 2017: 1). As stated by the 2016 Statistics South Africa General Household Survey, electricity mains now reach 84% of the population, water access is at 88%, 81% have access to improved sanitation and only 4% are without a toilet facility. About 65% have their refuse removed once every week, compared to half or less before 1994 (Statistics South Africa, 2017). Nonetheless, a variety of demonstrations and protests, often violent have shown popular perceptions that local government have not kept campaign promises of good municipal service delivery (Nkomo, 2017: 1). Most importantly, “Nelson Mandela’s promise of a better life for all”. This implies that poor delivery of services is still inherent in most municipalities partly due to unethical conduct and lack of skills (Masiya, Davids and Mazenda, 2019).

Currently the majority of municipalities show signs of not coping with the demands for services and inability to function as municipalities. Following an assessment conducted by the Department of Cooperative Government and Traditional Affairs (2009) on municipalities, it was discovered that there were a number of challenges. These include huge municipal service delivery backlog challenges, problems with the political-administrative interface, corruption and fraud, poor financial management, insufficient municipal capacity due to lack of scarce skills and intra and inter-political party issues affecting municipal service delivery and governance (Ntliziywana, 2017: 17).

The above challenges manifest themselves in the ever-escalating strikes related to service delivery, non-payment for rates and services in some top-notch municipalities and the increasing number of provincial interventions in terms of section 139 of the Constitution (1996). The challenges also perpetuate in the ever-increasing provision of disclaimers, adverse and qualified audit opinions by the Auditor General because of poor financial management and a plethora of court cases and reports on maladministration, corruption and fraud in the procurement of goods and services (Nkomo, 2017; Ntliziywana, 2017; Breakfast, Bradshaw and Nomarwagi, 2019).

According to Breakfast, Bradshaw and Nomarwagi (2019: 119), provincial interventions in municipalities are in some cases fuelled by three major reasons, namely governance failures, financial failures and service delivery failures. A 2014 assessment of local government which culminated in the policy document entitled “*Back to Basics: Serving*

Our Communities Better” categorised municipalities in three forms. The first category is the top third municipalities which has got the basics right and are simply performing their activities adequately (Ngcamu, 2019: 6). Ntliziywana (2017: 18) states that these are mainly the better resourced metropolitan and secondary municipalities. The second category concerns the middle third such as those that are fairly functional (Ngcamu, 2019). These include the rural towns that have basics in place and can provide the main functions of local government and have some areas of deficient performance (Ntliziywana, 2017: 19).

The third category is the bottom third municipalities, those that are dysfunctional due to poor governance, inadequate financial management and poor accountability mechanisms (Nkomo, 2017). Nkomo (2017) and Ntliziywana (2017: 19) state that these are mostly rural municipalities with high poverty levels and institutional weaknesses. This indicates that, they are characterised by corruption, dysfunctional councils, the absence of structured community engagement and poor financial management. This shows that there are serious service delivery weaknesses in the majority of municipalities which are characterised by a range of governance, institutional and financial weaknesses and the weak service revenue link.

Although municipal services may be delivered to the people, is the quality of municipal service delivery adequate and integrated to respond and satisfy their needs? Do municipal service delivery deficits show and increase the apartheid spatial designs of most towns, retarding racial and class integration and equality concerning service delivery? This study explores how the Integrated Development Planning process promotes a shared vision to ensure responsive and integrated service delivery. The study further identifies the indicators of responsive and integrated service delivery in local government as well as the role of Integrated Development Planning process in promoting a shared vision in the political arena of local municipalities.

2.6. THEORETICAL FRAMEWORK

De Vos et al, (2011) point out that describing, explaining and predicting are some of the main functions of models and theories. It is the researcher’s understanding that the use

of theories in explaining social phenomena and societal realities is of paramount importance particularly considering their role as a guide. The current study adopted the New Public Management Model to analyse the Integrated Development Planning process in Blouberg Local Municipality.

2.6.2 THE NEW PUBLIC MANAGEMENT MODEL NPM (1991)

The researcher acknowledges that the term New Public Management (NPM) was coined by scholars from the United Kingdom and Australia (Hood & Jackson, 1991), who were working in the field of public administration. Hood & Jackson (1991) argue that the origin of this new term was to recommend a new point of view towards the organisational design in the public sector. However, after many years, the meaning of this term in debates and discussions became numerous. Several scholars choose to define NPM as the introduction of newly established economics to public management and others use NPM to refer to pattern changes in policymaking (Levy, 2010; Christian, Laegreid, 2017; Broucker et al. 2018). In brief, the researcher differentiates NPM from traditional public administration. The NPM which emerged in the 1980s denoted an attempt to make the public sector more professional and improve the productivity of government borrowed ideas and management models from the private sector (Rondinelli, 2007).

The NPM system also projected a more decentralized control of resources and exploring other service delivery models to achieve better results, including market structure where the private and public service providers competed in an attempt to provide faster and better services.

2.6.2.1 The central themes for NPM

According to Rondinelli (2007), the central themes for NPM are as follows;

- A strong focus on financial control, value for money and increasing efficiency
- A command-and-control mode of functioning, identifying and setting targets and continuance monitoring of performance, handing over the power to the senior management

- Introducing audits at both financial and professional levels, using transparent means to review performances, setting benchmarks, using protocols to ameliorate professional behaviour
- Greater customer orientation and responsiveness and increasing the scope of roles played by non-public sector providers
- Deregulating the labour market, replacing collective agreements with individual rewards packages at senior levels combined with short term contracts
- Discouraging the self-regulatory power of the professionals and handing over the power from individuals to management
- Encouraging more entrepreneurial management than democracy with high retrospective accountability requirements upwards
- Introducing new forms of corporate governance, introducing a board model of the functioning and concentrating the power to the strategic core of the organization

2.6 APPLICATION OF NPM ON IDP PROCESS IN BLOUBERG LOCAL MUNICIPALITY

The New Public Management Model is useful in this study. Public Management scholars such as Christensen and Lægreid, (2017); Osborne, (2018); Reiter, and Klenk, (2019) see the New Public Management Model useful as a universal perspective authored by the public management scholars drawing from unique history and experience of public management. Therefore, NPM Model was able to open a system of analysis at Blouberg Local Municipality and a worldview that was previously not explicitly available to public management. Most importantly, researchers such as Mathebula (2018); Christensen and Lægreid, (2017) qualify Osborne, (2018) sentiment that NPM becomes relevant in shaping the future of public administration in introducing new forms of corporate authority, presenting a broad model of the functioning and concentrating the power to the strategic core of the organization.

The New Public Management Model has been adopted by public administration scholars as a useful model and the newest approach to policy analysis. In line with the study objectives, the researcher used the New Public Management Model to unearth the impact

of accountability, budgeting, planning and monitoring IDP processes at the Blouberg Local Municipality. Also, the NPM is a useful framework for indicating the past and present perspective on issues of public management and accountability.

The New Public Management is normally used as an analytical framework for transforming municipal service delivery in South African local government (Ntliziywana, 2017). The New Public Management model aims to replace the highly centralised hierarchal organisation structures with decentralised management and further restructure and reduce the size of the public sector including the central civil service (Ntliziywana, 2017: 50). Thus, in the context of this study, the principle of decentralisation that the New Public Management model proposes is key to creating a shared vision for enhanced service delivery. Makalela (2019) maintains that through decentralisation strategies, Integrated Development Planning can develop a practical plan for future development and role players in the planning process are equipped with necessary knowledge about the municipality's service delivery initiatives.

The emphasis of this model is on transforming business and market principles and management techniques from the private into the public sector. The New Public Management model is goal oriented and also focuses on the individual roles of respective managers. Furthermore, under this model Matebisi and Botes (2017) argue that organisational goals and personal objectives are to be set to allow measurement of their achievement through performance indicators. The New Public Management within the context of creating a shared vision in local municipalities can thus, act as a vehicle for transformation and democratisation.

However, Fellone (2018) argues that the New Public Management has some notable failures. First the author notes that the model has not been universally applicable to different contexts nationally, regionally, continentally and internationally there by producing different results in all these contexts. Secondly, this approach has created new 'consultocrats,' or beltway bandits (profiting off the industry that has developed from the privatisation of government services) who leach government money that could be spent on providing services to people. Third, in governments with weak internal oversight, NPM often falls victim to corruption and nepotism.

2.7 Conclusion

The chapter discussed the conceptualisation of municipal service delivery within the discipline of public administration. The concept of municipal service delivery was discussed specifically focusing on its link with public administration. New Public Management was identified as a theoretical framework relevant to the study of municipal service delivery as well as how it facilitates the promotion of a shared vision.

CHAPTER THREE

INTEGRATED DEVELOPMENT PLANNING: AN OVERVIEW

3.1. INTRODUCTION

The previous chapter conceptualised municipal service delivery within the discipline of public administration. The purpose of chapter three is to demonstrate how Integrated Development Planning promotes a shared vision for responsive and integrated service delivery as it serves to foster relations between council and communities towards a collaborative course of service delivery. Integrated Development Planning creates a shared vision for promoting service delivery. This is done in the sense that, when the municipal officials and political office bearers, community members, the private sector, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) and other spheres of government shape or fashion the vision of the municipality, the resultant outcome can reflect the personal visions that these stakeholders have in their hearts and minds about their own future.

3.2. THEORETICAL FRAMEWORK OF INTEGRATED DEVELOPMENT PLANNING

The theoretical framework of Integrated Development Planning is the foundation of planning in local government because it provides the viewpoints from which guidance can be obtained. The theoretical framework of Integrated Development Planning can be classified into blueprint approach, systems approach, strategic approach and integrated sustainable approach (Fainstein, 2016).

3.2.1. Blueprint Approach

The blueprint approach was propounded by Howard and Geddes (2017) as mainly a spatial or physical planning approach. Fainstein (2016), points out that the physical planning approach focusses on promoting creation of detailed fixed master plans that serve as guidelines in the utilization and management of scarce land resource in order to accelerate growth. For example, Howard and Geddes (2017) proposed the idea of sub-urban decentralization to integrate employment with a healthy environment. In addition,

the authors argued the need to extend spatial dimension of planning beyond towns to include the whole urban and regional spheres.

Blueprint approach normally involves three logical steps as suggested by Geddes (2017) who was one of the earliest and most influential thinkers in Integrated Development Planning (Mathye, 2017). The first step “is survey of the existing situations which involves the assessment step which provide relevant information on the characteristics and trends of settlements and local economic environment” (Mathye, 2017: 134). Secondly, Fainstein (2016) states that it is an analysis of surveyed data concerned with predetermination of the necessary actions that could address the problems. Thirdly it is finalizing the fixed plan, these incorporate the major remedial actions for implementation.

However, opponents of the blueprint approach argue that it negates the priority needs of the community at large (Fainstein, 2016). This means the approach ignores the important aspect of public participation because it assumes science to be all seeing and the planners as omnipotent who know everything about the problems as well as remedial actions. For this reason, community members are normally left out from the key decision-making process especially in the Integrated Development Planning process (Mathye, 2017). Hence it can be argued that blueprint approach only serves the interests of planners and elites in controlling and managing the Integrated Development Planning process thereby contributing to disempowerment of a community.

3.2.2. Systems Approach

Systematic planning approach is based on the notion of systems thinking that various types of phenomena can be viewed as complex integrating systems. Mathye (2017) argued that the core assumption behind systematic approach is the idea of controlling the behavior of all phenomena including human beings. The problem is the tendency to ignore the fact that human behavior is complex and easily understandable. The systems approach as stated by Fainstein (2016: 183) “begins with taking a basic decision to adopt Integrated Development Planning and to set up a particular system.” According to Mathye (2017), the cyclical process then continues as follows:

Formulation of broad goals and identification of more detailed objectives which logically follow these goals; identification and following of the consequences of possible courses of actions with the aid of models; evaluation of alternatives in relation to the objectives and resources available and selection of the best alternatives and implementing the preferred alternative.

During implementation, the approach reviews the system to determine progress and based on lessons learned it begins the process again. Opponents of the systems approach argue that even though public participation is introduced in systematic planning it can be seen as a minimum form of participation (consultation) to find out interest of the public (Harrison, 2016). The approach is also criticized as a process that concentrates more on quantitative analysis and formulation of Integrated Development Planning process. Hence it should be emphasized that qualitative methods are vital for gathering data for Integrated Development Planning.

3.2.3. Strategic Approach

This approach states that Integrated Development Planning must be concerned with the process of any strategy analysis towards development work especially improving the quality of life through identifying the best possible fit or match between the objectives, the context and capabilities in terms of resources and organizational abilities. Harrison (2016) states that the strategic approach is more focused on strategic issues and concentrates on strategies and resources for intervention and implementation. In addition, there is an element of flexibility in the strategic approach to Integrated Development Planning. This approach enhances community participation in Integrated Development Planning through enhanced emphasis of people, their needs and priorities (Mathye, 2017). Strategic approach also advocates the need to employ both quantitative and qualitative methods of data gathering and analysis to promote participation of people in Integrated Development Planning process.

3.2.4. Integrated Sustainable Approach

This approach conceptualizes Integrated Development Planning as the integration of three competing interests such as equity, economy and the environment (Fainstein,

2016). Thus, Integrated Development Planning should consider a balanced approach regarding the integration of these conflicting issues. The approach further states that the promotion of a healthy cooperation and partnership among different actors and incorporation of innovative and flexible administrative ways are necessary for the effectiveness of Integrated Development Planning (Harrison, 2016).

3.3. CONCEPTUALIZING INTEGRATED DEVELOPMENT PLANNING IN SOUTH AFRICA

In the context of South Africa, the history of apartheid induced fragmentation which led to the need for an integrated approach. Davids, Theron and Maphunye (2010: 135) demonstrate that “South African Integrated Development Planning is the outcome of a complex set of contextual and global influences.” The concept of Integrated Development Planning was introduced in 1996 in an amendment to Local Government Transition Act 2009 of 1993 (Davids *et al.*, 2010). This was the time where government shifted from reconstruction to national and provincial government to a new system of local government. Thus, Integrated Development Planning was designed to assist newly incepted municipalities in performing their functions in a coordinated, strategic, developmental and fiscally responsible manner (Harrison, 2018).

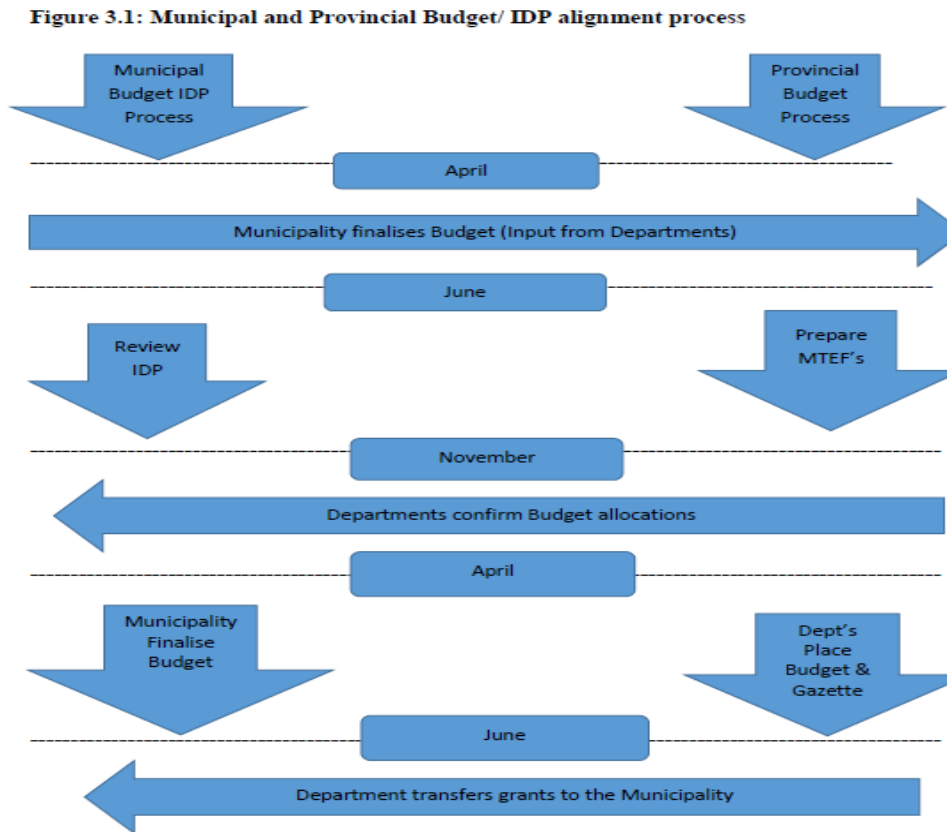
Initially, there was confusion about Integrated Development Planning. However, the introduction of the White Paper on Local Government in 1998 clarified the role of Integrated Development Planning as a leading tool. Naidoo (2013:36) states that planning capacity was a serious constraint of the newly constructed local government. Therefore, the first round of Integrated Development Planning was mainly prepared by consultants. Government also put in place different support structures to build local planning capacity including training of councillors, guide pack and management support system centres, however the challenge of capacity limitations further continued (Department of Provincial and Local Government, 1999).

Gradually the quality and focus of the Integrated Development Planning was improved by including Spatial Development Framework, Medium-Term Planning, Water Service Planning, Integrated Transport Planning and Performance Management (Naidoo, 2013).

Harrison (2018: 76) defines Integrated Development Planning as the mechanism through which municipalities prepare a strategic plan containing short, medium and long-term development objectives, strategies and programmes for the municipal area. The Integrated Development Planning is a principal instrument that guides and informs budgeting, management and decision making related to service delivery and development in a municipality.

Davids *et al.* (2010) further demonstrate that the Integrated Development Planning process enables municipalities to work together with communities and other stakeholders to find innovative and cost-effective ways of improving service delivery. To this end, Integrated Development Planning has the potential to assist municipalities to make more effective use of resources, speed up service delivery, attract additional investment, promote intergovernmental coordination, strengthen local democracy and hence institutional transformation (Naidoo, 2013). Figure 3.1 below illustrates the municipal and provincial budget and IDP alignment process. It highlights the critical dates for IDP review and budget approval and development.

Figure 3.1: Municipality and Provincial Budget/ IDP alignment process



Source: IDP; PMS; and Budget Process Plan 2018-2019

3.3.1 Legislative framework of integrated development planning

Integrated Development Planning is strengthened by a legislative framework that prescribes not only the content, but also the process of Integrated Planning by local government institutions. Section 153 (a) of the Constitution of the Republic of South Africa (1996) states that a municipality must structure and manage its administration, budgeting and planning process to give priority to the basic needs of the community and to promote the socio-economic development of the community. The White Paper on Local Government (1998) is in line with the spirit of the Constitution of South Africa (1996) as it considers Integrated Development Planning explicitly as a tool for developmental local government (Niekerk, 2014). As stated in Section B: 3 (3.1) of the White Paper on Local Government (RSA, 1998), for municipalities to become developmental, they have to

conduct an Integrated Development Planning process to assist them develop a coherent long term plan for coordination and service delivery in their area.

Section 35:1 of the Local Government: MSA (RSA, 2000) states that an IDP adopted by the council of a municipality is the principal strategic planning instrument which guides and informs all planning, development and all decisions with regard to planning, management and development in the municipality. In terms of Section 26 of the Local Government: MSA (RSA, 2000), the IDP should be inclusive of the following items; the municipality's developmental vision, the council's assessment of the existing level of development, its development priorities, objectives and strategies. Local Government MFMA of 2003 requires the municipality to consult the community when setting its priorities and conducting the Integrated Development Planning, before they amend the Integrated Development Plan and develop a draft budget.

Ideally, the Integrated Development Planning, if produced by a legislatively engendered integrated planning process, provides a forum where citizens can come together and exchange ideas. Mubangizi and Gray (2010:215) states that "in an environment where diversity and inclusiveness are difficult to accommodate, integrated planning processes for the development of Integrated Development Plans provide a safe invited space where people from different walks of life can share ideas and begin to build bridges." This means Integrated Development Planning prevents planning from being left to the whim of local government officials.

3.4. THE CONCEPT OF A SHARED VISION

A shared vision means that there is unanimity of purpose within local municipalities. This means, a shared vision answers the question of what the municipality wants to become (Psycoft, 2017: 157). Therefore, in the context of this study, a shared vision incorporates the existence of commonality of interests that can lift individuals out of the monetary of daily work and put them into a new work of opportunity and challenge. Malefane (2019: 475) states that a shared vision also refers to enduring statements of purpose that must distinguish a municipality from other similar municipalities. In the context of service

delivery in local municipalities, a shared vision establishes the scope of work and directly involves all stakeholders in the local sphere of government (Phago, 2017).

Sebei (2015) and Phago (2017) demonstrate that a shared vision in promoting service is essential because it.

- 1) represents the foundation for allocating resources;
- 2) acts as a primary mechanism for evaluating municipal officials and political office bearers;
- 3) acts as the major instrument for motioning progress towards achieving the objectives of local government; and
- 4) Establishes municipal, divisional and departmental priorities.

Thus, a shared vision serves as a guideline for action, direction and channelling efforts and activities of the municipality (Madzivhandila & Asha, 2012). As stated by Makalela (2019) a shared vision provides a source of legitimacy in the municipality by justifying activities to stakeholders. This means a shared vision serves as a standard of performance in promoting service delivery. Malefane (2019: 478) demonstrates that a shared vision is a crucial source of municipal employee motivation and identification. Similarly, a shared vision also gives incentives for managers and employees to perform as well as providing the basis for organisational design (Pscroft, 2017: 153).

Shared vision is an essential component of a learning organization because it provides the focus and energy for learning (Madzivhandila & Asha, 2012). The underlying force is the desire by people to create and accomplish something. The bedrock for developing shared visions is personal mastery (Taggart, 2016). Shared vision emerges from personal visions, and this is how energy is formed and commitment created (Hlongwane, 2012). Managers must therefore walk a fine line when they express their own visions. To master the discipline of building shared vision requires that managers understand that visions are not announced from the top or that they come from strategic planning processes (Richards, 2018).

A shared vision can and do vary. Most practitioners and academics of public administration feel that a shared vision consists of the following components (Sebei, 2015; Phago, 2017: Pscroft, 2017):

- 1) **Customers:** This means a shared vision should identify clearly who are the municipality's customers and/or beneficiaries.
- 2) **Products or services:** This includes the services or products that the municipalities provide, for example the provision of basic municipal service (such as sanitation, refuse removal, electricity and water).
- 3) **Demarcation/ market:** The municipality must know the geographical areas or places where it operates and have jurisdictional powers.
- 4) **Concern for survival, growth and revenue raising:** This assists the municipality to be committed to growth and financial soundness.
- 5) **Philosophy:** These are the basic beliefs, values, aspirations and ethical priorities of the municipality. For example, the use of the Batho Pele Principles.
- 6) **Self-concept:** Reflects the municipality's distinctive competence or major competitive advantage. For example, priority issues of the community.
- 7) **Concern for public image:** Incorporates issues such as whether the municipality is truly responsive to the socio-economic and environmental concerns of the community and other stakeholders.
- 8) **Concern for employees:** This includes whether the municipal officials are seen as valuable assets of the municipalities.

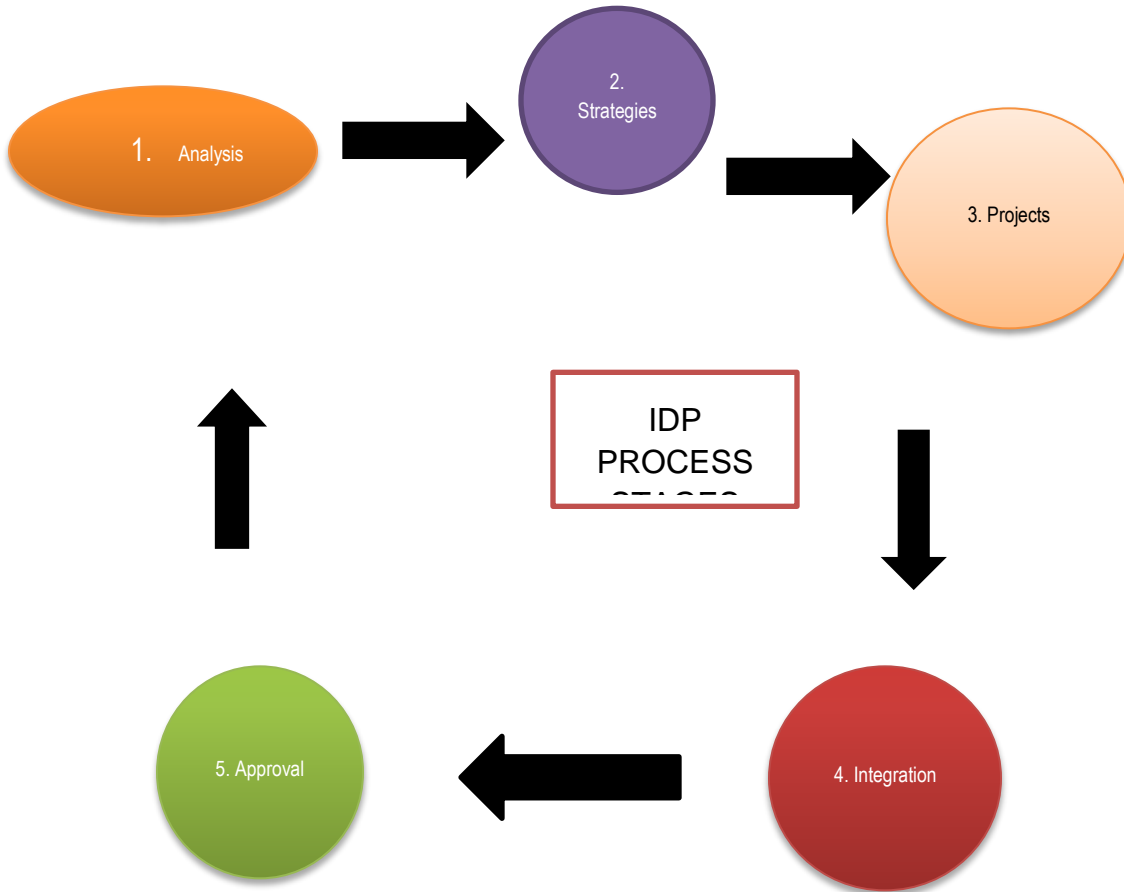
Municipalities have a single purpose and reason for existence and this includes the provision of basic municipal service delivery to communities in a sustainable manner. This purpose or reason of existence is usually reflected in various legislative frameworks and must be reflected by a shared vision of local municipalities. Therefore, municipalities can achieve a heightened shared vision when the municipality together with the community, the private sector, NGOs, CBOs and other spheres of government develop and communicate a shared vision concerning municipal service delivery. (Davids et al., 2010).

3.4.1. IDP process stages

The Integrated Development Planning consists of different stages designed to promote a shared vision in ensuring service delivery (Mathye, 2017). Harrison (2018) demonstrates that, in each stage various specific aspects have to be considered in order to promote

responsive and integrated municipal service delivery. Figure 3.2 below demonstrates the IDP process stages and how they promote a shared vision for improving service delivery.

Figure 3.2: IDP process stages



Source: IDP Process stages: Van der Waldt (2011)

- **Analysis**

The essence of the analysis process is to ensure that decisions are based on local people's needs and their challenges, availability of resources, knowledge and access to information and understanding of the dynamics influencing responsive and integrated

municipal service delivery (Harrison, 2018). As Malefane and Mashakoe (2019) states “the analysis process includes an assessment of service standards and conducting in depth analysis to identify key issues that need to be considered.” This stage promotes a shared vision by identifying and prioritizing the key problems of the local people, understanding the factors leading to the prevalent problems and mobilising available resources to prioritise the basic needs and services of the local people.

Valeta and Walton (2018) demonstrate that analysis stage promotes a shared vision by ensuring that divergent views among stakeholders are revealed and resolved through the process. Promoting a shared vision for improved service delivery includes choices between alternatives, each of which rests on different assumptions regarding the reality of the municipality and its environment (Khuzwayo, 2019). This is a genuine decision and genuine decision must be based on divergent views to have a chance to be a right and effective decision for a shared vision to be promoted.

- ***Strategies***

Maletane and Mashakoe (2019) state that, the purpose of this stage is to identify comprehensive ways and means of addressing crucial problems, taking into account available resources and policy guidelines. This stage promotes a shared vision as it comes with innovative and cost effective solutions (Hlongwane, 2012). For instance, the process allows for conversation between parties and means of dealing with or solving the priority issues, convening workshops at district level with all affected local municipalities and representatives from local municipalities and relevant provincial and national departments or agencies (Valeta & Walton, 2018). The strategies stage promotes a shared vision as an alternative option for each issue and identification of sound clearly defined financial framework for municipal service delivery programmes and projects (Harrison, 2018).

Strategies stage promotes a shared vision through a declaration of attitude and outlook. Madzivhandila and Asha (2012) states that, the strategies stage allows for the generation and consideration of a variety of possible alternatives objectives and strategies without unduly stifling the municipality’s creativity. Therefore, a share vision is promoted through reconciling differences efficiently among and appeal to the municipality’s stakeholders

who have special interest on the municipality (Hlongwane, 2012). Stakeholders affect and are affected by the municipality's actions, yet the claims and concerns of diverse constituencies vary and often conflict. For example, the general public is especially interested in municipal service delivery. This stage promotes a shared vision as it ensures relative attention that the municipality will devote to meeting the claims or interests of various stakeholders (Mathebula, 2018).

- ***Projects***

The purpose of this stage is to ensure that there is an adequate delivery synergy by providing a platform for a comprehensive project planning process done by the project task teams responsible for the execution of projects (Davids et al., 2010). The project task team have the duty to design project proposals in consultation with specialists from national and provincial agencies and communities affected by the projects (Malefane & Mashakoe, 2019). The projects stage promotes a shared vision by creating indicators for objectives, projects outputs with targets and location, major project deliverables and time frames, responsible role players, cost and budget estimates taking into account sector planning requirements (Khuzwayo, 2019).

The projects stage promotes a shared vision by determining what the municipality is and what it aspires to be, is limited enough to exclude unnecessary activities and broad enough to allow for creative growth, serves as a framework for evaluating both customer needs and current and prospective activities (Malefane, 2019: 449). This means the projects stage promotes a shared vision by reflecting the anticipation of customers in ensuring service delivery. Pscroft (2017: 153) states that the projects stage further promotes a shared vision by allowing the municipality to identify the customers' needs and then provide a product or service to fulfil those needs. In this sense when there is a shared vision the municipality will then be able to identify the utility of the municipality's products or services to its customers.

- ***Integration***

The integration stage promotes a shared vision by ensuring alignment of project planning with the analysis, strategies and projects stage (Raunch, 2016). The stage also ensures

revised strategies for priority projects, the financial plan, capital intervention programmes and service delivery and budget implementation plan (Mathebula, 2018). Integration stage promotes a shared vision in three ways. First, Raunch (2016) states that, this stage ensures the coordination of service delivery programmes between the national, provincial and local sphere of government. This could include aspects such as housing, health, water provision and social services. It is for this reason that, during the Integrated Development Planning process, there should be representation from the sector departments of both national and provincial government (Department of Provincial & Local Government, 2014). The policies, funding and strategies from these two spheres of government should feed into the local Integrated Development Planning process to ensure responsive and integrated municipal service delivery is enhanced.

Section 41 (1) (h) of the Constitution (1996) states that the three spheres of government must assist, support, inform and consult one another and coordinate their actions for responsive and integrated municipal service delivery. This approach is reaffirmed in section 153 of the Constitution (1996) which states that local government Integrated Development Planning should be integrated with national and provincial service delivery programmes. Secondly, integration stage promotes a shared vision between municipalities themselves. It is therefore a requirement that district municipalities should provide a framework for Integrated Development Planning process for improving service delivery in their areas of jurisdiction. This already creates a shared vision. However it should go further so as to ensure that contiguous district municipalities also integrate their service delivery plans.

Thirdly, Harrison (2018) argues that integration stage promotes a shared vision within a municipality itself, where different departments integrated their activities so that a shared vision can be achieved. This is done to avoid departments within municipalities working at cross purposes (Makalela, 2019). In addition to the above, integration stage also ensures that local community is part of the planning process. To this end, it is required that municipalities through the Integrated Development Planning process, should develop a process for ensuring on-going involvement of all stakeholders to create a shared vision for improved responsive and integrated municipal service delivery in local municipalities.

- ***Approval***

Mathebula (2018) states that the purpose of this stage is to ensure that the integrated development plan document is approved by the municipal council and comments are made by members of the community and other stakeholders. As demonstrated by Madzivhandila and Asha (2012) this stage creates a shared vision by ensuring that the integrated development plan document is amended in line with the comments of the public. The final output of this stage is an integrated development plan document which is supported by all stakeholders and role players responsible for the implementation of programmes and projects aimed at promoting responsive and integrated municipal service delivery.

3.5. CONCLUSION

In conclusion, the chapter discussed the Integrated Development Planning process and how it can promote a shared vision in the local municipalities for ensuring responsive and integrated municipal service delivery. A theoretical framework and conceptualisation of Integrated Development Planning was discussed as well as the legislative framework of integrated development planning. The next chapter will examine the role of Integrated Development Planning in promoting a shared vision within the Blouberg Local Municipality.

CHAPTER 4:

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1. INTRODUCTION

Chapter three presented an overview of the Integrated Development Planning process as well as how in theory, it seeks to create a shared vision around service delivery throughout the three spheres of government. The Chapter concluded that indeed if properly implemented, the Integrated Development Planning process can create a shared vision for effective service delivery. The purpose of chapter four is to analyse the extent to which in practice, the Integrated Development Planning process creates a shared vision for promoting service delivery at municipal level using a case study of the Blouberg Local Municipality (BLM). This is in line with the study's objectives which are;

1. to analyse the Integrated Development Planning process in South African local government;
2. to analyse how the Integrated Development Planning Process influences service delivery through creating a shared vision at the Blouberg Local Municipality;
3. to identify challenges faced by Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process; and
4. to propose improvements in the implementation of the Integrated Development Planning processes in order to enhance service delivery in the Blouberg Local Municipality.

A qualitative research approach was used to conduct the study. A case study strategy was utilised to narrow the research to the Blouberg Local Municipality. A combination of data collection instruments was used, namely desktop data collection, physical observation and semi-structured interviews.

4.2. OVERVIEW OF THE STUDY AREA

Blouberg Local Municipality is situated in the North-Western boundary of the Republic of South Africa with Botswana and Zimbabwe where the Limpopo River serves as the border between the Municipality, Botswana and Zimbabwe. It is largely a rural municipality with most of the settlements being rural and it is situated 95 km from Polokwane City. The Municipality has an area of 9,248.44 square kilometres with a total of 22 wards (Blouberg Municipality Integrated Development Plan, 2016-2021).

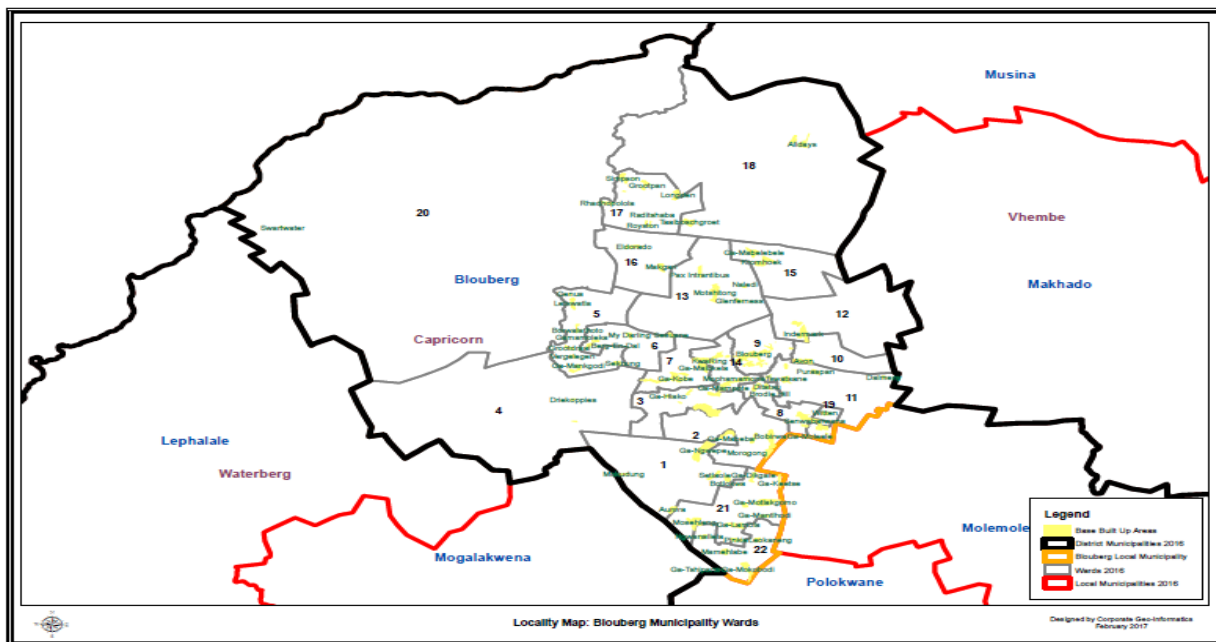


Figure 4.3: Blouberg Municipality Map Source (Blouberg Municipality Integrated Development Plan, 2016-2021)

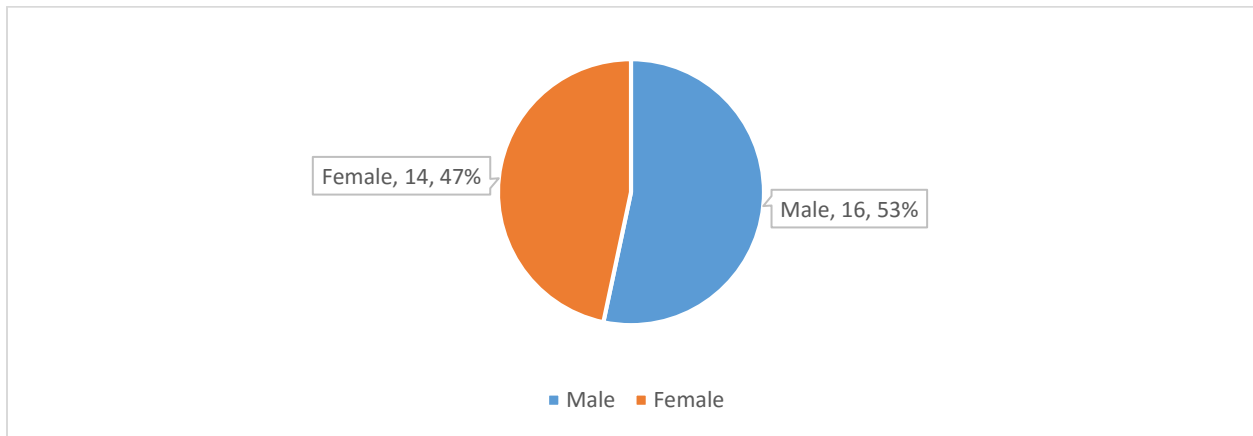
4.3. STUDY SAMPLE CHARACTERISTICS

Sample composition in any research is critical in determining the relevance, credibility and credit worthiness of the data that is collected.

4.3.1 Gender

Out of the 30 respondents 16 were male and 14 were female. Gender was considered in order to ensure that the sample respondents equally represented the views of both males and females. The figure below (Fig 4.2) summarises this gender distribution.

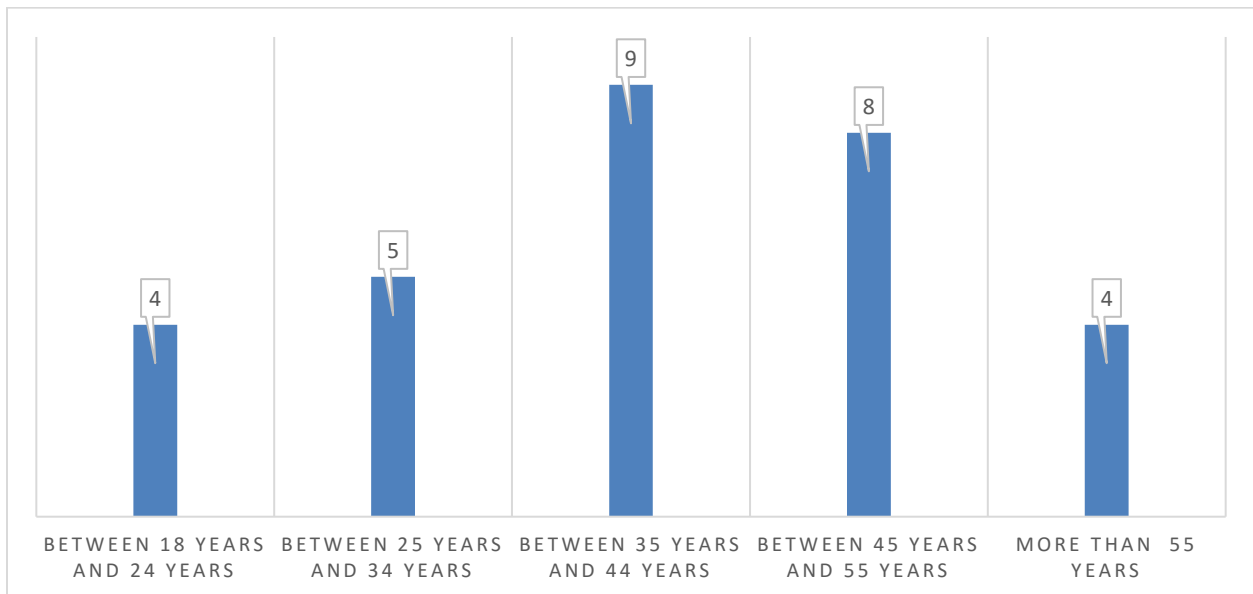
Figure 4.2: Gender composition of sample



4.3.2 Age composition of the sample

Age composition is relevant to this study because it speaks to employees' experience and aspirations which are essential in understanding different respondents' views on a shared vision of service delivery at the Blouberg Local Municipality through the Integrated Development Planning process. The research findings showed that there were 4 respondents between 18 years and 24 years, 5 respondents between 25 years and 34 years, 9 respondents between 35 years and 44 years, 8 respondents between 45 years and 55 years and 4 respondents were above 55 years. The figure below (Figure 4.3) shows the age distribution in the Blouberg Local Municipality.

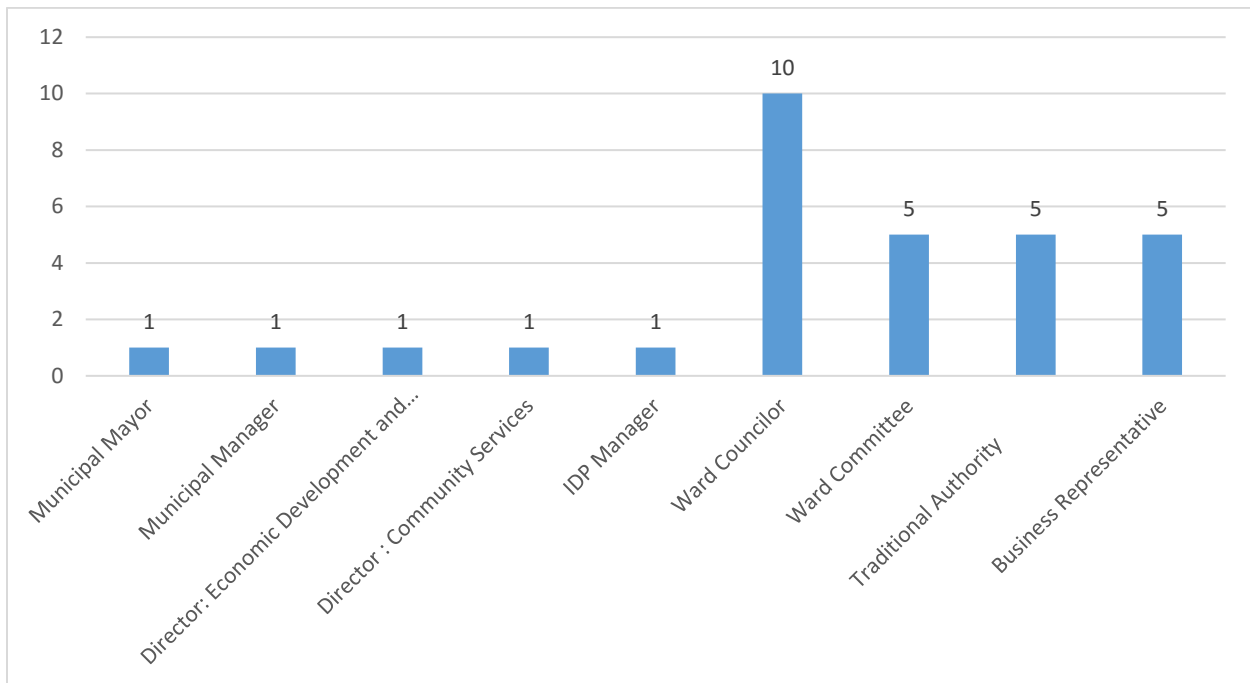
Figure 4.3: Age composition of the sample



4.3.3. Position/ Designation in the Blouberg Local Municipality

The sampled population of 30 respondents comprised of 5 officials of Blouberg Local Municipality, 10 Ward Councillors, 5 Ward Committee members, 5 representative's community structures which include, but not limited to, faith-based organizations, taxi industry, local chamber of business and 5 representatives of local traditional authorities. The respondents selected for the study are ward councillors, BLM employees and members of the community (including business and traditional leadership) that participate in the BLM Integrated Development Planning processes. Given this cross sectional background of the sample, the researcher was confident that the findings were credible. Saturation was reached when the respondents repeated the same information. Figure 4.4 below shows the distribution of the respondents by position in the Blouberg Local Municipality.

Figure 4.4: Respondents by position in the Blouberg Local Municipality.



4.4. FINDINGS OF THE STUDY

This study analysed the extent to which the Integrated Development Planning process in Blouberg Local Municipality creates a shared vision in service delivery. A shared vision incorporates the existence of commonality of interests that support community development. Malefane (2019: 475) states that a shared vision also refers to enduring statements of purpose that must distinguish a municipality from other similar municipalities. In the context of service delivery in local municipalities, a shared vision therefore establishes the scope of work. This means, a shared vision is a decentralised activity that directly involves all stakeholders in the local sphere of government. The primary findings of the study are guided by how the Integrated Development Planning process creates a shared vision to promote responsive and integrated service delivery in the Blouberg Local Municipality.

4.5. NARRATIVE DESCRIPTION ANALYSIS

The section starts by providing the vision, mission and organogram of Blouberg Local Municipality. Then a narrative description analysis of themes that are categorised according to the IDP process stages followed at the Blouberg Local Municipality. The section also provides findings on the state of service delivery and Integrated Development Planning process in the Blouberg Local Municipality in general. The last section is dedicated to analysing the extent to which promoting a shared vision in the Blouberg Local Municipality for improving integrated and responsive service delivery.

4.5.1. Vision and mission of Blouberg Local Municipality

The vision of Blouberg Local Municipality is to be a participatory municipality that turns prevailing challenges into opportunities for growth and development through optimal utilisation of available resources. The mission of Blouberg Local Municipality is therefore to ensure the delivery of quality services through community participation and the creation of an enabling environment for economic growth and job creation. That means the vision and mission serves as a standard of performance in the Blouberg Local Municipality. Pscroft (2017) states that vision and mission also give incentives for managers and employees to perform as well as providing the basis for organisational design. An important process that contributes towards meeting the vision and mission of the BLM is the Integrated Development Planning process. In view of the focus of this study, this reflects the Integrated Development Planning process at the BLM seeks to facilitate effective service delivery through creating a shared vision (Makalela, 2019).

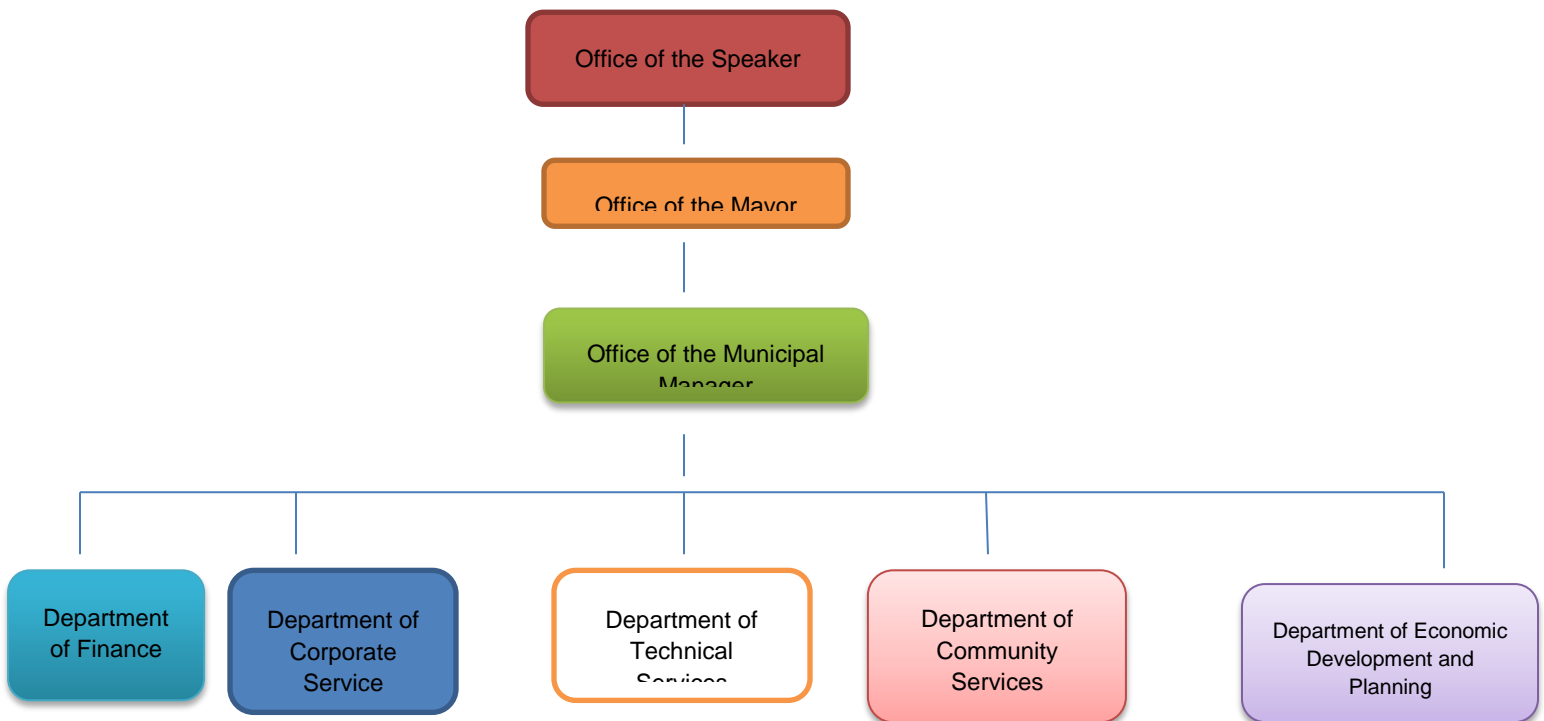
Integrated Development Planning can also assist Blouberg Local Municipality to set boundaries, constraints and limits of the kinds of administrative actions that can be pursued and clarify what can and cannot be feasible in pursuit of promoting a shared vision in municipal development. This means Blouberg Local Municipality need to be participatory in nature in order to achieve its mission and mission. Therefore, Integrated Development Planning should be used as the vehicle to mandate grassroots development and authentic and empower public participation (Davids et al., 2010: 135). Makalela (2019) states that Integrated Development Planning strives to ensure inclusive planning

and also looks at enhancing community participation in deciding the fate of municipal planning. For a municipality this means that all stakeholders should participate in decision making (Davids et al., 2010). This results in collective decisions and a shared vision. Various offices of the municipality work together to promote effective Integrated Development Planning and a shared vision of the process and its outcomes. The role of the various offices in the context of this study is explained through the below organogram.

4.5.2. Organogram of Blouberg Municipality

The functions of Blouberg Local Municipality offices is demonstrated by the diagram below and later explained in details.

Figure 4.5: Functions in Blouberg Local Municipality



Office of the Speaker: The purpose of this function is to arrange, facilitate and monitor council meetings (Van der Waldt, 2007). The office of the Speaker also has the responsibility to coordinate and monitor the development of and adherence to policy as provided for in the Local Government: Municipal Structures Act 32 of 2000. Lastly, this office is responsible for providing administrative, legal and secretarial support to the

Speaker. The Speaker contributes to the shared vision by virtue of being chairperson of council which ultimately take decisions and resolves on programmes and projects to be undertaken in pursuit of the service delivery trajectory. Selection of programmes and projects is done with the views of communities in mind.

Office of the Mayor: The key function of the Mayor's office is to oversee the Integrated Development Planning (IDP) process, local economic development planning and performance management. This study notes that personnel in the Mayor's office are political appointees and should have a fixed term contract similar to the Mayor's term of office, though it is not the case in Blouberg Municipality. Van der Waldt (2007) states that, the office requires secretarial services and administrative support, a communication officer and probably a political adviser. As political head, the Mayor contributes to a shared vision by spearheading the call for public representatives to be responsive to the needs of their constituencies.

Office of the Municipal Manager: The office of the Municipal Manager is organised according to the functions of the municipality. The function of the office of the Municipal Manager in Blouberg Local Municipality is to coordinate the IDP and performance management. Furthermore, Carrim (2011) states that to the office of the municipal manager provides administrative and managerial support to municipal employees in relation to their daily tasks and functions. The Department is comprised of the following units; Legal Services, Support for Office of the Mayor, Internal Audit and Performance Management. The department adds to creation of a shared vision as it is responsible for the formation and development of an economical, effective, efficient and accountable administration that is equipped to implement the IDP, operates within the municipality's performance management system and is responsive to the needs of the local community to participate in municipal affairs

Department of Finance: The key performance areas of this department in Blouberg Local Municipality include budget planning, financial management and generally accepted municipal accounting practices (Van der Waldt, 2018: 89). Carrim (2011) further states that the department of finance is also responsible for revenue and debt management, financial governance, asset and supply chain management. Thus, units in this department are organised in terms of the above functions and are managed by the

Chief Financial Officer (CFO). The CFO shall ensure that the budget complies with the requirements of the National Treasury, reflect the budget priorities determined by the mayor, ensure that they are aligned with the IDP and comply with all budgetary related policies and shall make recommendations to the mayor on the revision of the IDP. The department promotes a shared vision by ensuring that all the identified priorities are adequately budgeted for and that there is compliance with Budget Related policies as well as Treasury regulations

Department of Corporate Services: This is an administrative support department and includes Auxiliary Services, Council Support and Secretarial services, Human Resources Management as well as Information Technology services. It offers the main support services rendered to all departments. Units in this department are organised in terms of the above functions and are managed by the Corporate Services Director. Though the Corporate Services Department is mainly inward looking and supportive of other municipal departments through provision of the alluded to services, it promotes a shared vision through ensuring that all other departments are supported which in turn promotes efficient delivery of services.

Department of Technical Services: This department is the main service delivery department as it renders all essential services (Swilling & Wooldridge, 2002). The key performance areas include the provision and maintenance of water infrastructure (though it is a District function and the municipality is not a Water Services Authority but a Water Services provider), the construction and maintenance of roads and storm water drainage, provision and maintenance of electricity supplies as well as Project Management Services. Units in this department are organised in terms of the above functions and are managed by the Technical Services Director. The department's part in a shared vision is that by virtue of being a public works department at local (municipal) level, it ensures the delivery of tangible basic services such as electricity, roads and stormwater and water taking into consideration the expectations of the communities.

Department of Community services: This department renders community services and is responsible for management of parks and cemeteries, fire services and fire safety

(district functions), traffic licencing and vehicle testing services, coordination of disaster management, integrated waste and environmental management and Community Safety. Units in this department are organised in terms of the above functions and are managed by the Community Services Director. The purpose of the Directorate in a shared vision is to provide accessible, affordable, equitable and sustainable services as well as a safe, secure and healthy environment to residents and business. It also ensures that public amenities are improved and well managed

Department of Economic Development and Planning: This department is responsible for Land Use Management which includes administration, town and regional planning, spatial planning and Geographical Information Systems (GIS), Local Economic Development as well as Housing and Building Services. Units in this department are organised in terms of the above functions and are managed by the Director: Economic Development and Planning. The role of the department encompasses Land Use Management, Spatial development, Capacity development programmes for SMME's and Co-operatives, enhance the development of sustainable co-operative enterprises and facilitation of housing development.

From this background the grouping of functions in Blouberg Local Municipality are established in terms of the legal framework for local government dispensation. The constitution mandates local government to be developmental in nature and specifically Blouberg Local Municipality must perform their legislative and executive powers to achieve their functions effectively and efficiently and to serve the best interest of the community.

4.5.3 Creation of a shared vision through Integrated Development Planning Process in Blouberg

During the course of the research, one of the respondents stated that, the IDP is a strategic framework which guides municipal service delivery, spending allocation, and development as well as informing district (GDPS), provincial (PDP) and national offices (NDP). Further, the respondents in the Blouberg Local Municipality stated that, the Integrated Development Planning, if produced by a legislatively engendered integrated planning process, provides a forum where citizens can come together and exchange

ideas. The law requires that in the process of the Integrated Development Planning of the municipality, its mayor, political office bearers, municipal manager, chief financial officer and other officials comply with all relevant legal requirements in particular the Municipal Finance Management Act (chapter 4) and the municipal budget and reporting regulations (Local Government: Municipal Finance Management Act, 56 of 2003). Section 21(a) of the MFMA states that the Mayor of a municipality must coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.

The mayor of the municipality is further required to establish a technical management committee and the function of the committee is to provide technical assistance to the mayor in discharging the responsibilities. The Committee acts as a support to the IDP Representative Forum, making technical decisions and inputs, commission studies as may be required, considers and comments on a) inputs from various units and research institutions, b) inputs from provincial sector departments, NGOs and CBOs, c) inputs from IDP Representative Forum members, process summarise and document inputs as well as making content and technical recommendations

Promoting a shared vision in the Blouberg local municipalities means that there is unanimity of purpose within local municipalities. This means, a shared vision in the Blouberg local municipality response to the future prospects of the municipality. One respondent stated that,

“a shared vision implies that when the municipal officials and political office bearers, community members, the private sector, Non-Governmental Organisations (NGOs), Community Based Organisations (CBOs) and other spheres of government shape or fashion the vision of the municipality, the resultant outcome can reflect the collective visions that these stakeholders have in their hearts and minds about their own future.”

Another respondent stated that,

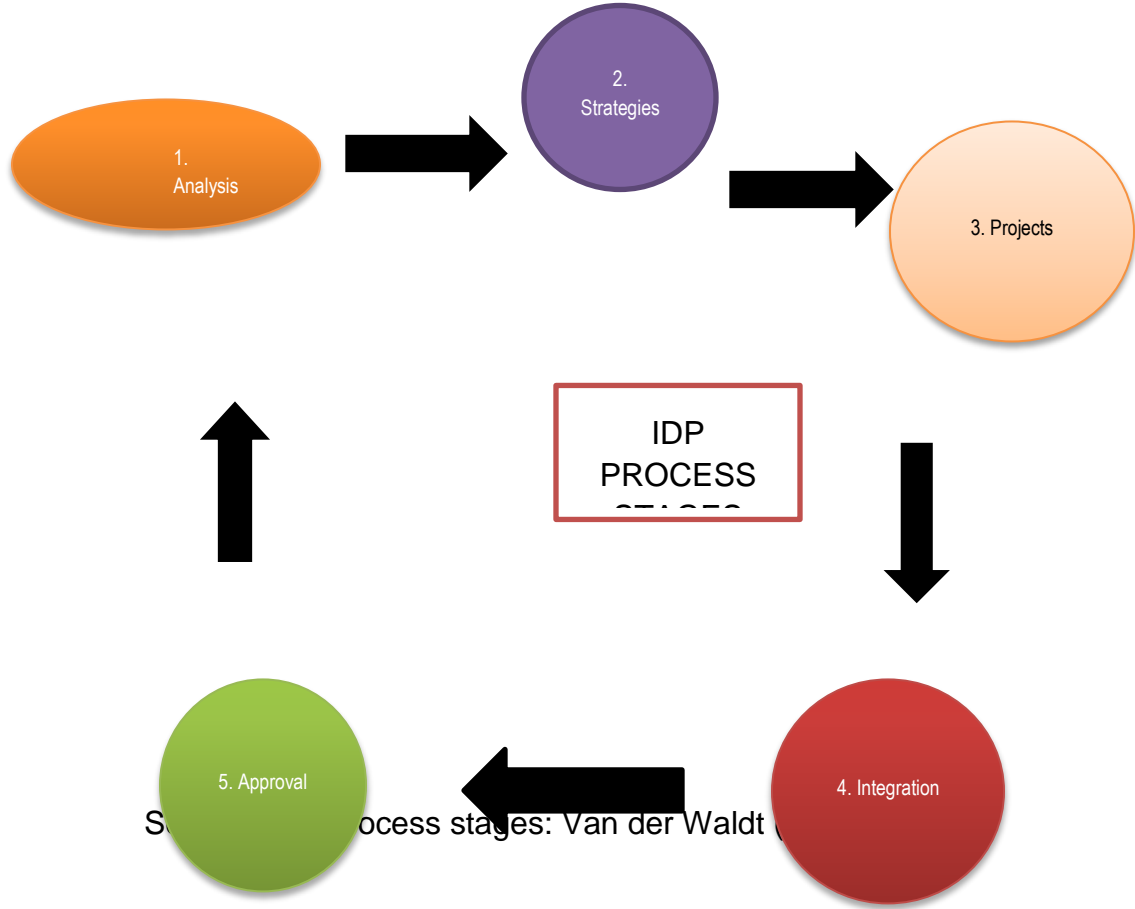
“in an environment where diversity and inclusiveness are difficult to accommodate, integrated planning processes for the development of Integrated Development

Plans provide a safe invited space where people from different walks of life can share ideas and begin to build bridges.”

The other respondent added that, *“this means Integrated Development Planning prevents planning from being left to the whim of local government officials.”* In that regard, collective decision-making processes facilitated by Integrated Development Planning promote a shared vision of development in the Blouberg Local Municipality. In view of the fact that in general, respondents argued that the Integrated Development Planning process can create a shared vision, the following discussion explains how stages of the Integrated Development Planning promotes a shared vision in the Blouberg Local Municipality.

As elucidated in Chapter 3, the Integrated Development Plan process follow stages as indicated in the diagram below:

Figure 4.6: IDP process phase



Source: process stages: Van der Waldt

An analysis of the extent to which the IDP planning process in Blouberg Local Municipality promotes a shared vision in promoting effective service delivery is hereby discussed in the context of these stages.

Analysis Phase

The mayor of the municipality co-ordinates the processes for preparing the municipality's Integrated Development Plan (IDP) to ensure that the tabled budget and any revisions of the IDP and budget related policies are mutually consistent and credible, at least ten months before the start of the budget year. During this stage information on the prevalent situation within the municipality is collected. The information collection process requires some consultation with those role players who are expected to participate or to be consulted in the planning process such as community and stakeholder groupings who are to be allowed to become part of the organisational arrangements. In this regard, the community gets to know from the onset what will happen about service delivery in the local community. This stage focuses on the types of problems that the communities in the area are faced with, as well as the causes of these problems. The identified problems are assessed and prioritised in terms of what is urgent and what needs to be done first.

This process creates a shared vision because it involves all stakeholders in the analysis stage and represents the foundation for allocating resources. That means that the process incorporates the existence of commonality of interests which can lift individuals out of the monotony of daily work and put them into a new work of opportunity and challenge which becomes a shared vision. At this stage of the IDP, the status of the service delivery gets to be collected and analyzed. At Blouberg Municipality information such as the status of the workforce (employees), service delivery in general (in the main the infrastructure), resources such as management of the financial affairs are all looked at. It is the defining stage of all activities. It is usually overlooked though it is very critical. Communities through different platforms during the year make formal and informal inputs and same have to be taken into consideration during the analysis phase. Potential challenges that can impede progress of the intended service delivery are also identified and analyzed.

Blouberg Local Municipality achieves a heightened shared vision when the municipality together with the community, the private sector, NGOs, CBOs and other spheres of government develop and communicate a shared vision for the municipal's development.

However, some of the respondents argued that the analysis process is sometimes seen to be too generic and failing to create a shared vision for improved service delivery. This is due to the fact that, in the Blouberg municipality the process is not well undertaken for the purpose of identifying the current state of services, but rather conducted for compliance purposes. In most cases the decisions taken during this process are not based on people's needs, this then leads to fragmented service delivery project.

Strategies Phase

During this phase, the municipality works on finding solutions to the problems assessed in phase one. This entails: developing a vision of the municipality; defining development projects; development of strategies; and project identification

The stage provides alignment of activities which is very critical to the IDP processes. The status quo analysis provides planners with clear strategies for implementation which in turn clears ways of attaining intended outcomes.

The strategies stage of the Integrated Development Planning process creates a shared vision simply by identifying comprehensive ways and means of addressing crucial problems, taking into account available resources, policy guidelines and community demands.

Therefore, in the context of this study, one of the respondents stated that, "*through the IDP, a shared vision in the Bloberg Local Municipality will assist the municipality to focus on the most important needs of local communities taking into account the resources available at local level*". However, some of the respondents argued that in the case of Blouberg Municipality, they ordinarily conduct desktop analysis and that mostly yield irrelevant strategies. Delays in developmental projects can be attributed to the desktop approach as that often produces misaligned strategies contrary to community needs and expectations. This denies the community an opportunity to contribute towards development of their villages. Subsequently the vision, mission and objectives are not

vigorously pursued. The phase thus does not contribute enough towards promotion of a shared vision.

Projects Phase

During this phase, municipal officials work on the content and depicted projects identified during the strategies phase. There is a need to fully work out how the phase works out in terms of the following:

- Who will be the beneficiary from the undertaking?
- How much is the project worth?
- Where to get funds to fund the project?
- How is this project going to be funded?
- Who is going to manage the undertaking?

Clear objectives of the project are defined and worked out to measure performance, as well as the effect of individual projects on service delivery. The stage serves as a guideline for action, direction and channelling efforts and activities of the municipality. This means that publication of municipal IDPs serves as a standard of performance in promoting service delivery. Guided by section 22 (i) of the Local Government: Municipal Finance Management Act (Act No. 56 of 2003) it also acts as a means of ensuring transparency and accountability and shows the commitment of the Municipality of ensuring progress and enhance a shared vision in a municipality. This process promotes a shared vision for improved service delivery as it comes with innovative and cost-effective solutions.

The project process promotes a shared vision for improved service delivery in the Bouberg Local Municipality by creating indicators for objectives, projects outputs with targets and location, major project deliverables and time frames, responsible role players, cost and budget estimates taking into account sector planning requirements and community demands. The process also allows the project task team to design project proposals in consultation with specialists from national and provincial agencies and communities affected by the projects. However, during this process some projects fail to be implemented due to their unrealistic cost prediction and estimation for the execution of such projects.”

Integration Phase

Once all projects have been identified, the municipality has to check again that they contribute to meeting the target outlined in phase two. These projects will provide an overall word picture of the improvement plans. All the improvement plans must now be integrated. The municipality will also have an overall strategy for issues. These strategies are integrated into the overall IDP. When the annual budget has been tabled the municipal council must consider the local community and the national treasury, the relevant provincial treasury and any provincial or national organs of state or municipalities which made submissions on the budget (Venter & Landsberg, 2009). This stage creates a shared vision because it integrates all stakeholders involved in the formulation of IDP. Shared vision emerges from personal visions as in Blouberg Municipality, which is predominantly rural has traditional leaders who raise voices on behalf of their constituencies. A shared is promoted by virtue of having traditional leaders and other important stakeholders having a say. The integration process also promotes a shared vision for improved service delivery by ensuring alignment of project planning with the shared vision, strategies and resources in in the municipality.

However, some of the respondents argued that the Blouberg Local Municipality fails to create a shared vision for improved service delivery through the integration process. This is because there is no coordination of service delivery programmes between the national, provincial and local sphere of government. This includes in aspects such as housing, health, water provision and social services. Secondly, during the Integrated Development Planning process, there is no broad representation yet there should be representation even from the sector departments of both national and provincial government. This creates a situation where different departments within the municipality are working at cross purposes.

Approval Phase:

Approval of the IDP and budget in essence means that stakeholders within the municipality, agree with what is incorporated within the IDP and budget and endorse its

approval. The municipal council must at least 30 days before the start of the budget year, consider approval of the annual budget. It is approved through a council resolution referred to in section (c) of the Local Government: Municipal Finance Management Act (Act No. 56 of 2003). This should be approved together with the adoption of resolutions as may be 17(3)(a) of the Local Government: Municipal Finance Management Act (Act No. 56 of 2003) and necessary imposing any municipal tax for the budget year, setting any municipal tariffs for the budget year, approving measurable performance objectives for revenue from each source and for each vote in the budget plan.

The municipality follows all the provisions and guidelines relating to approval of the integrated development plan and the budget. The respondent states that, Approval of the IDP and budget creates a shared vision in that it acknowledges and gives credence to all processes undertaken and provides the green light for implementation thereof.

The approval process creates a shared vision for improved service delivery by ensuring that the integrated development plan document is adopted by the municipal council and comments made by members of the community and other stakeholders of the draft integrated development plan document. However, the approval process does not ensure that the integrated development plan document is amended in line with the comments of the public. The final output of this process is an integrated development plan document which is not supported by all stakeholders and role players responsible for the implementation of programmes and projects aimed at promoting responsive and integrated municipal service delivery.

4.5.4. Service delivery challenges in the Blouberg Local Municipality

According to Fox and Meyer (1995:118), the delivery of services tantamount to the provision of government activities or benefits to community. For the purpose of this study, service delivery refers to the process or system to provide public needs such as water, housing, sanitation and electricity. The provision of these services is by a government institution or an entity to the citizens as a result of various needs or demands.

Despite strong evidence of a shared vision in the services that Blouberg Local Municipality provides, there are concerns or challenges that confront the municipality

when rendering these services. A variety of demonstrations and protests, some of which are violent reveal that the Blouberg Local Municipality is not providing adequate services (Auditor General Report, 2018/19). During the Provincial ANC Lekgotla held in September 2019, it was reported that Blouberg Local Municipality experienced a total of six service delivery protests. Lack of provision of water and road infrastructure services were identified as the main catalysts for the protests. Blouberg Local Municipality has been named among eleven poor performing municipalities in Limpopo (SAMWU, 2012). It is experiencing significant service delivery challenges. These challenges can be ascribed to problems such as a) Misconduct by municipal officials, b) Poor Revenue Collection, c) Poor political leadership and d) Service delivery backlog. The challenges are discussed below:

a) Misconduct by municipal officials

Misconduct is described as wrongful, unacceptable, improper or unlawful conduct motivated by premeditated or intentional purpose. There are, from time to time reported acts of misconduct by municipal officials that have negative bearings on service delivery. In an effort to stem the misconduct tide in the municipality, a Special Council of 22 September 2017 resolved to:

- i. Adopt the report by Spotcom Advisory Services as an official investigations report of the allegations of misconduct against the Director Corporate Services and Director Technical / Infrastructure Services and further accept the findings and recommendations in the report that the Director Corporate Services and Director Technical / Infrastructure Services committed serious misconduct which warrant that disciplinary proceedings be instituted.
- ii. Note that the Director Technical / Infrastructure Services has resigned from her employment and thus no further action (i.e. disciplinary proceedings) will be pursued against in view of her resignation.
- iii. Institute disciplinary proceedings against the Director Corporate Services.
Authorise the Municipal Manager to appoint an independent external Presiding Officer and an Officer to lead evidence with the necessary expertise to constitute

a disciplinary panel in the disciplinary proceedings against the Director Corporate Services

b. Poor Revenue Collection

Blouberg Municipality is still highly grant dependent and this negatively affects its financial sustainability. For the previous four financial years the Blouberg Local Municipality displayed a budget shortfall on the revenue side and the budget reflects a deficit. The limited budget, frustrates the public, as they raise the same issues that go unfunded each year. Thus, this lack of resources handicaps the municipality in its delivery of the Integrated Development Planning. The Blouberg IDP (2016-2021) reflects availability of revenue enhancement strategy for the Municipality as well as budget related policies but it is silent on the implementation of the strategy and supporting policies. Blouberg Local Municipality, like most rural municipalities, is not immune from challenges on the collection of revenue from own sources, particularly for services rendered as well as property rates. Despite having a revenue enhancement strategy in place there is no evidence of measures embarked by the municipality to recover revenue owed to it, especially in the two towns of Alldays and Senwabarwana Furthermore, whereas the Blouberg Local Municipality has credit control and debt management policies in place, the level of implementation is not clearly articulated. The observation is that the policy regime for attaining financial viability are in place, however, the drawback is on the level of implementation of such policies.

c) Poor political leadership

From the literature revisited and from the deliberations of the strategic planning session it is clear that for the past four financial years (2016/17; 2017/18, 2018/19 and 2019/20) there was never any attempt by the municipality to meet with ratepayers of the two nodal towns of Senwabarwana and Alldays on the aspect of revenue collection and cost recovery and this has created a serious communication gap with dire consequences on the municipal budget.

The same matter was also raised in the Oversight report of the Annual Report (2017/18: 224) wherein the MPAC raised a concern on the low collection rate and the non-conducting of meetings with ratepayers to resolve the challenges of non-payment, as well as concerns raised by rate payers that they only want to meet councillors and not council employees. There is no evidence that meetings of rate payers and councillors took place after council adopted the Annual Report that included the Oversight Report in March 2019.

d) Service delivery backlog

The study found that there is serious service delivery backlog in the Blouberg Local Municipality. Respondents were also asked to identify challenges encountered by the Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process. Majority of the respondents indicated that there are several projects that the municipality is failing to complete. One of the respondents indicated that there are many communities with no water and proper roads. The municipality has a challenge of planning and implementation of its capital works project through their full life cycle. Late appointment and adequate management of service providers is one of those matters that have not been adequately attended to resulting in project rollovers and poor MIG & INEP spending. Examples of such projects include Senwabarwana Sports Complex Phase 01 and Senwabarwana High Mast lights phase 2 which were incomplete in the 2017/18 Financial Year. While there was improvement in the 2018/19 Financial Year, signs of inadequate project management capacity were displayed in incomplete electrification projects. This shows that the Municipality did not do proper project planning which should have also included forward planning

4.6. IMPLICATIONS OF THE STUDY

The findings of this study will help Blouberg Local Municipalities to be inclusive in the formulation of IDP and encourages all stakeholders' involvement in the formulation of IDP of the BLM. Policymakers in the South African Municipalities and other participating government departments that address IDP processes will make use of the recommendations and information from the study to consider changes about existing

policies which fight poor delivery of services in municipalities. The study is significant because it can be used to close the research gaps in municipalities.

The implications of the study, on literature is to increase secondary data on the analysis of the Integrated Development Planning process in Blouberg Local Municipality. This means, other scholars who study the same concepts will apply knowledge of the findings of this study as sources of secondary reference. The study will also assist local municipalities in general and Blouberg Local Municipality in particular to coordinate the ideas of public officials into the design and execution of the Integrated Development Planning process and service delivery initiatives.

Lastly, the study will close the gap between theory and practice thus promoting a shared vision for improved service delivery through the Integrated Development Planning process. In terms of policy making, the study can assist to improve the Integrated Development Planning framework for local municipalities thus enhancing the ability of local government to ensure provision of services and encourage full participation and transparency in issues that affect people's lives. The study is significant because it can be used to close the research gaps in municipalities.

4.6.1 Areas for future research

While the Blouberg Local Municipality drafts and formulates its own Integrated Development Planning with the collaboration of its community opinions through the community participation approach, the following areas should be considered to be investigated for future research.

- First and foremost, political interference by officials of government has been identified as a core issue blocking the implementation of service delivery at BLM.
- Researchers should investigate on whether BLM is effectively and efficiently implementing its own IDP despite several challenges that are being faced by the municipality.

4.7. CONCLUSION

In conclusion, this chapter presented a discussion of the findings from this study and formulated interpretations of the results. The results indicated that the respondents were fully aware of the IDP process. They understood that the process starts with the municipality issuing notices on when and where the public hearings will be conducted. The respondents also revealed some of the causes of poor Integrated Development Planning process which include desktop or top-down approach, poor coordination of programmes, inadequate consultation of stakeholders, negligence of inputs by stakeholders, projects that do not address the plight of the constituency, deviations from the priority list without convincing reasons, dishonesty by municipal officials, and non-compliance with statutes and/or national directives as well as national development plans. Some respondents are sceptical and are not contend that the Blouberg Local Municipality planning process has the potential of promoting a shared vision in enhancing effective service delivery. The findings of the study identified the challenges encountered by the Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process. These were misconduct by municipal officials, poor revenue collection, poor political leadership and service delivery backlog. However, the Integrated Development Planning process also promotes a shared vision through creation of measurement for objectives, projects outputs with targets and location, major project deliverables and time frames, responsible role players, cost and budget estimates taking into account sector planning requirements. The succeeding chapter will give the recommendations and conclusions that were drawn from the study.

CHAPTER 5:

CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

The objective of the study was to analyse the Integrated Development Planning process in South African local government; to analyse how the Integrated Development Planning Process influences service delivery through creating a shared vision at the Blouberg Local Municipality; to identify challenges faced by Blouberg Local Municipality in its attempt to improve provision of services through Integrated Development Planning process; and to propose improvements in the implementation of the Integrated Development Planning processes in order to enhance service delivery in the Blouberg Local Municipality. Below is a summary of the thesis.

5.2. SUMMARY OF CHAPTERS

This section of the study seeks to briefly summarise all the previous chapters of the research project to get a synergy and correlation between all chapters and the research problem in this study. The ultimate aim is that the research objectives of the study are realised, and that all the chapters to the study are properly aligned. These chapters are summarised chronologically as follows:

Chapter One

Chapter one of the study provided a general introduction and a background to the research study. This background offered a clear narrative of what Integrated Development Planning is about specifically basing it on the work of other scholars who have done extensive investigation about municipal planning in South Africa. The crux of this chapter rested on the research problem, which highlighted that the Integrated Development Planning process is confronted by severity of challenges in the development as well as in the implementation. Some of these challenges manifest themselves through lagging behind concerning the delivery of basic municipal services including in the Limpopo province. It was found in Chapter one that integrated

development plans (IDPs) that are developed and implemented are not often as effective and functional as required by the policy prescripts including but not limited to the *Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)* and *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)*. As a way of investigating the challenges and causes of deficient IDPs in the Limpopo province to effectively address the provision of basic municipal services problems a proper formulation of the problem was required. This study focused the analysis of the Integrated Development Planning process in Blouberg Local Municipality.

Chapter Two

The second chapter discussed service delivery within the discipline of public administration. A theoretical framework was provided using the New Public Management model. It was found that service Municipal service delivery in the context of public administration can be traced to section 152 of the Constitution of the Republic of South Africa (1996). For this reason, the mandate of municipalities concerning service delivery must be designed to promote the following key objects of local government, (a) to provide democratic and accountable government for local communities; (b) to ensure the provision of services to communities in a sustainable manner; (c) to promote social and economic development; (d) to promote a safe and healthy environment; and to encourage the involvement of communities and community organisations in the matters of local government. The chapter also highlighted the origin of policies in public administration. Policies in public administration are a goal directed course of action taken by government or administrators to deal with public problems (Grady, 2009). This means in public administration policies originate with the purpose of addressing certain issues affecting the citizens.

Chapter Three

The third chapter of the study reviewed existing literature regarding the Integrated Development Planning process in South Africa. The concept of a literature review is often considered an important departure point, which seeks to locate the new problem the study is investigating. It provides a contextual understanding of the nature of the problem and how several other scholars have defined the parameters of that particular problem. In

essence, literature review is a critical evaluation of scholarly writings that have been written by other scholars before this one, and they are relevant to the research topic. The literature reviewed revealed that Integrated Development Planning promotes a shared vision in local municipalities by ensuring that divergent views among stakeholders are revealed and resolved through the process (Valeta and Walton 2018).

Chapter Four

The purpose of chapter four of the study was to present and analyse the data collected using semi-structured questionnaires as well as documentary data from the Blouberg municipality. The documentary data from the Limpopo province's Department of Cooperative Governance, Human Settlements and Traditional Affairs was also used. The biographical details of all selected respondents were analysed. The primary data was collected through semi-structured interviews

. The research findings were analysed by categorising them into themes based on the study research objectives/questions.

Chapter Five

The purpose of chapter five is to provide the conclusion and recommendations. The key objectives of the study were provided together with the findings of the study.

5.3. Findings of the study

Objective 1: Analysing the Integrated Development Planning process in South African local government

The research findings revealed that the respondents were fully aware of the IDP process. They understood that the process starts with the municipality issuing notices on when and where the public hearings will be conducted. Then documents are delivered to public places for the community to make inputs and then public hearings are held at a central place where community members can say what they need for their communities as service delivery. The Integrated Development Planning is a principal instrument that guides and informs budgeting, management and decision making related to service delivery and development in a municipality.

David's et al. (2010: 141) further demonstrate that the Integrated Development Planning process enables municipalities to work together with communities and other stakeholders to find innovative and cost-effective ways of improving service delivery. To this end Integrated Development Planning has the potential to assist municipalities to make more effective use of resources, speed up service delivery, attract additional investment, promote intergovernmental coordination, strengthen local democracy and hence institutional transformation (Naidoo, 2013).

Objective 2: To analyse how the Integrated Development Planning Process influences service delivery through creating a shared vision at the Blouberg Local Municipality.

The respondents completely appreciated the influence of Integrated Development Planning process in improving service delivery. The Integrated Development Planning, if produced by a legislatively engendered integrated planning process, provides a forum where citizens can come together and exchange ideas. Mubangizi and Gray (2010:215) states that "in an environment where diversity and inclusiveness are difficult to accommodate, integrated planning processes for the development of Integrated Development Plans provide a safe invited space where people from different walks of life can share ideas and begin to build bridges." This means Integrated Development Planning prevents planning from being left to the whim of local government officials.

Objective 3: Challenges faced by Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process.

The participants identified challenges encountered by the Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process. These challenges were identified by the respondents as follows;

a) Misconduct by municipal officials

The municipal environment, largely by virtue of being political, experience wrongful, unacceptable, improper or unlawful conduct motivated by premeditated or intentional purpose from officials who in most cases do not subscribe to the same political views as their political principals. That usually manifests itself through actions like, refusal to take

lawful instructions, insubordination and breaking confidentiality among others. Such as acts tend to have a negative impact on service delivery.

b) Poor Revenue Collection

The financial sustainability of Blouberg Municipality can never be guaranteed given a lack of progress with regards to revenue collection. The study revealed that a comprehensive analysis of the revenue sources indicates that the bulk of income is from mandatory grants from the national fiscus which renders the municipality grant dependent. The limited budget, frustrates the public, as they raise the same issues each year. The lack of resources handicaps the municipality in its delivery of basic services and frustrates the public, as they raise the same issues each year. This is made worse by what the respondents highlighted as non- payment for services by residents In addition to grants and the equitable share, which constitutes the largest income, the Municipality should be able to generate revenue, from its own sources

c) Poor political leadership

Cognisance should be taken of the fact that councillors represent the people in the municipality and cooperate with other councillors in the best interest of the community; communicate the needs of the community to the municipal council and the council processes to the community; prepare and attend meetings and monitor the performance of the municipality among others. For stability and financial viability to be realized, the municipal political establishment has to consistently provide leadership by amongst others regularly meeting with the constituency.

d) Service delivery backlog

The study found that there is serious service delivery backlog in the Blouberg Local Municipality. Respondents were also asked to identify challenges encountered by the Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process. The majority of the respondents indicated that there are several projects that the municipality is failing to complete. One of the respondents indicated that there are many communities with no water and proper roads.

5.4. RECOMMENDATIONS

The following emerged from a wide-ranging understanding of the findings of the current study.

- a) Issue 1 (Misconduct by municipal officials):** The study found that there are reported cases of misconduct against municipal officials that have a negative bearing on service delivery. The study discovered that there is not enough money as the municipality has a challenge of revenue collection. Due to poor planning, some projects are done yet they were not on the plan. There is also lack of skill and resources.

Recommendation 1: Consequence management: The municipality must implement consequence management measures. These may include recovery of monies lost from (ir)responsible personnel, where such causes can be attributed to gross negligence, suspension or even outright dismissal.

Issue 2 (Poor Revenue Collection): The study found that Blouberg Local Municipality is still highly grant dependent and this negatively affects its financial sustainability. For the previous four financial years the Blouberg Local Municipality displayed a budget shortfall on the revenue side and the budget reflects a deficit. The limited budget, frustrates the public, as they raise the same issues that go unfunded each year.

Recommendations 2:

- i. Commission a project to raise funds to implement the BGDS as an alternative, non-grant funding mechanism
- ii. Implement cost recovery and revenue collection as a business imperative rather than a political consideration. Customer segmentation underpinned by an analysis of the indigent register will make it possible for the municipality to target those that can pay and should pay. For example, those that receive waste management services must pay at a cost that encompasses the full cost of service.

- iii. Explore alternative revenue sources from passive assets of the municipality that can be leased out without affecting the core business of the municipality e.g. leasing out portions of land and buildings for telecommunications infrastructure such as antennae to telecoms players like TELKOM, MTN, Vodacom, Cell C etc.
- iv. Cut or subsequently reduce expenditure on non-essential items, e.g. Sports, recreational
- v. Rationalise and consolidate travel and delivery plans which will help cut costs on travel and subsistence
- vi. Ensure full implementation of policies like Credit Control and Debt Management as well as Revenue Enhancement Strategy

Issue 3. Poor political leadership

From the literature revisited and from the deliberations of the strategic planning session it is clear that for the past four financial years (2016/17; 2017/18, 2018/19 and 2019/20) there was never any attempt by the municipality to meet with ratepayers of the two nodal towns of Senwabarwana and Alldays on the aspect of revenue collection and cost recovery and this has created a serious communication gap with dire consequences on the municipal budget. That comprises a serious political vacuum.

Recommendation 3

The provisions of Schedule 1 of the Local Government: Municipal Structures Act 117 of 1998 which state that Councillors, as elected to represent local communities on municipal councils should ensure that municipalities have structured mechanisms of accountability to local communities, meet the priority needs of communities by providing services equitably, effectively and sustainably within the means of the municipality. In fulfilling this role councillors must be accountable to local communities and report back at least quarterly to constituencies on council matters, including the performance of the municipality in terms of established indicators. In order to ensure that councillors fulfill

their obligations to their communities, and support the achievement by the municipality the Code of Conduct needs to be applied to the latter.

Issue 4 (service delivery backlog):

The study found that there is serious service delivery backlog in the Blouberg Local Municipality.

Recommendation 4: Fast track of service delivery

All services provided should be evaluated and monitored for completion. Officials should account on every service backlog beyond 5 months. People should be fired or dismissed from their duties if they fail to provide sufficient reasons for failing to complete projects on time. Devolution of the powers and functions on the road ,with accompanying funds and related resources, so that the municipality can be the planning and implementing authority to fast track development on this crucial service. If the review of powers and functions is delayed then an option of the provincial government, through Roads Agency Limpopo, entering into an agency agreement with the municipality should also be explored.

Explore the feasibility of entering into an agency agreement with the responsible authority on the provision of road infrastructure (CDM and RAL) which do not fall under the powers and functions of the Blouberg Local Municipality but which will facilitate connection to Development Nodes as well as population concentration points. The same applies for water and sanitation provision. The capacity of the municipality's project management and planning unit must be strengthened. In the short-term, an external service provider could be considered to augment the capacity of that unit and also undertake capacity building to staff.

5.5. CONCLUSION

The findings of the study identified the challenges encountered by the Blouberg Local Municipality in its attempt to improve service delivery through Integrated Development Planning process. These were misconduct by municipal officials, poor revenue collection, corruption, poor political leadership and service delivery backlog. Integrated Development Planning process which includes desktop or top-down approach, poor

coordination of programmes, inadequate consultation of stakeholders, negligence of inputs by stakeholders, projects that do not address the plight of the constituency, dishonesty by municipal officials, and non-compliance with statutes and/or national directives as well as national development plans. The chapter discussed conclusion and recommendations. It also provided the findings of the study as well as the conclusions.

LIST OF REFERENCES

- Ader, H.J. and Mellenbergh, G.J. 2005. *Qualitative research practice: A guide for social science students and researchers*, Sage: London.
- Anderson, J.E. 2015. *Public Policy Making*. 8th Edition. Stamford: CENGAGE Publishers.
- Asha, A.A. 2014. Towards effective planning and implementation of development initiatives at the local level in Capricorn District Municipality, Limpopo Province, South Africa, Ph.D. Thesis, University of University of Limpopo, Polokwane.
- Babbie, E and Mouton, J. 2001. *The practice of social research*. Cape Town: Oxford University.
- Babbie, E. 2008. *The Practice of Social Research*. Cape Town: Oxford University Press.
- Babbie, E. 2010. *The Basics of Communication Research*. Belmont: Thomson Wadsworth.
- Basopu, P.M., 2010. Assessing challenges of corruption in the Eastern Cape Department of Education, PhD Thesis, University of Fort Hare, Alice.
- Batho Pele Revitalization Strategy (2001). Available at <http://www.dpsa.gov.za/dpsa2g/documents/networks/BathoPeleNetwork/kgotla%20bant%20si.pdf> (Accessed 29 March 2019).
- Bless, C and Higson, S.C. 2006. *Fundamentals of research methods: an African perspective*. Juta and Company LTD: Cape Town.
- Blouberg Municipality Integrated Development Plan, 2016-2021. Available at: <http://www.blouberg.gov.za/sstaff/pages/sites/blouberg/documents/idp/UPDATED%20DRAFT%20IDPBUDGET%202018%202021.pdf> (Accessed 12 June 2019).
- Breakfast, N., Bradshaw, G. & Nomarwayi, T., 2019, 'Violent service delivery protests in post-apartheid South Africa, 1994–2017-a conflict resolution perspective', *African Journal of Public Affairs*, 11(1): 106–126.
- Brink, H., Van der Walt, C and Rensberg, G.V. 2012. *Fundamentals of research methodology for health care professionals, Third edition*, Cape Town: South Africa.
- Broucker, B., De Wit, K. and Verhoeven, J.C., 2018. Higher education for public value: taking the debate beyond New Public Management. *Higher Education Research & Development*, 37(2):,227-240.

- Carrim, N., 2011. Modes of participation and conceptions of children in South African education. *Perspectives in Education*, 29(1):74-82.
- Christensen, T. and Lægreid, P. 2017. *Transcending new public management*. London: Taylor & Francis.
- Conyers D & Hills P. 1984. *An Introductory to development planning in the third world*. J. Wiley and Sons: Chichester.
- Creswell, J. W. 2003. *Research design: Qualitative, quantitative, and mixed method approaches*. London: Sage Publications, Inc.
- Crouse, M. 2002. Service delivery in the South African public service: Implementation of the Batho Pele Principles by Statistics South Africa: *Masters Thesis*, University of Pretoria, Pretoria.
- Davids, I, Theron, F. and Maphunye, K.J. 2010. Participatory development in South Africa, *A Development Management Perspective*, 2nd edition, Pretoria: Van Schaik.
- Department of Provincial and Local Government. 1999. IDP Guide Pack.[Online], Available at <http://toolkit.cidb.org.za/Shared%20Documents/PG1-S06%20IDP%20Guidepack.pdf> (Accessed 30 November 2020).
- De Vaus, J., Hornsey, M.J., Kuppens, P. and Bastian, B., 2018. Exploring the East-West divide in prevalence of affective disorder: A case for cultural differences in coping with negative emotion. *Personality and Social Psychology Review*, 22(3): 285-304.
- Fainstein, S.S. and DeFilippis, J., 2016. Introduction: The structure and debates of planning theory. In *Readings in Planning Theory: Fourth Edition* (pp. 1-18). Wiley.
- Fallone, W.2018. Fault Lines in the Groundwork: The Shortcomings of New Public Management in Asian Nations. [Online]. *The World Mind*. Available at : <https://edspace.american.edu/theworldmind/2018/03/09/fault-lines-in-the-groundwork-the-shortcomings-of-new-public-management-in-asian-nations/> (Accessed 3 November 2020).
- Fox, W. & Meyer, T.H. 1995. *Policies for public service transformation*. Eliot Avenue: Creda Press.

- Gray, M. and Mubangizi, B., 2010. Caught in the vortex: Can local government community development workers succeed in South Africa?. *Community Development Journal*, 45 (2):186-197.
- Heale, R. and Twycross, A., 2018. What is a case study? *Evidence-Based Nursing*, [online] 20 21(1):7-8
- Jackson, M.W., 1991. *Administrative argument*. Aldershot: Dartmouth Publishing Group.
- Howard, C.D., Li, H., Geddes, C.E. and Jin, X., 2017. Dynamic nigrostriatal dopamine biases action selection. *Neuron*, 93(6):1436-1450
- Kettl, D.F., 2015. *The transformation of governance: Public administration for the twenty-first century*. JHU Press: Baltimore.
- Khawula, B.M.S., 2016. *An evaluation of community participation in the Integrated Development Planning (IDP) process: A case study of Umzumbi municipality in the Province of KwaZulu-Natal in South Africa*. Ph D Thesis, Durban University of Technology, Durban.
- Khuzwayo, T.S. 2019. *The logic of Integrated Development Planning and institutional relationships: The case of KwaDukuza*. Masters Thesis, University of Natal, Durban.
- Landsberg, J.J., Sands, P.J., Landsberg, J. and Sands, P., 2011. *Physiological ecology of forest production: principles, processes and models* (Vol. 4). London: Elsevier/Academic Press.
- Madzivhandila, T.S. and Asha, A.A., 2012. Integrated Development Planning process and service delivery challenges for South Africa's local municipalities. *Journal of Public Administration*, 47(si-1), 369-378.
- Mafunisa, M.J. 2017. Professionalism: The ethical challenge for municipal employees. *Journal of Public Administration*, 36 (4): 324-339.
- Makalela (2019). The efficacy of integrated development plan in enhancing service delivery in Lepelle-Nkumpi Local Municipality, Limpopo Province. Master's Thesis, University of Limpopo, Polokwane.
- Malefane, S. and Mashokoe, E. 2019. Integrated Development Planning and local economic development-The power twins, *Journal of Public Administration*, 43, (3.2): 473-482.

- Mananga, A., 2012. *Unfulfilled promises and their consequences: A reflection on local government performance and the critical issue of poor service delivery in South Africa, Policy brief (AISA) 76(1–8)*, African Institute of South Africa (AISA), Pretoria.
- Masiya, T, Davids, Y.D and Mazenda, A. 2019. Effective public participation in municipal service delivery: The Case of Nyanga Township. *Administratio Publica* , 27(3): 27-47 (2019).
- Matebesi, S. and Botes, L., 2017. 'Party identification and service delivery protests in the Eastern Cape and Northern Cape, South Africa'. *African Sociological Review/Revue Africaine de Sociologie* 21 (2): 81–99.
- Mathebula, N.E. 2018. Integrated Development Plan implementation and enhancement of service delivery: is there a link? *International Conference on Public Administration and Development Alternatives*. The 3rd Annual Conference on "The Image of an African Politician and a Public Servant in the 21st Century". 04-06 July 2018, Stellenbosch University, Saldanhabay, South Africa. Pp 563-571.
- Mathye, M. 2017. Integrated development planning. A gender perspective. Johannesburg: Commission for Gender Equality.
- McLennan, A. and Munslow, B. 2009. *The politics of service delivery*. University of the Witwatersrand Press: Johannesburg.
- Mphehle, Z.2012. Are Service Delivery Protests Justifiable in the Democratic South Africa? *The Journal of Public Administration*, 47(1.1): 213-228.
- Mubangizi, B. and Mel, G.. 2010. Caught in the Vortex: Can Local Government Community Development Workers Succeed in South Africa? *Community Development Journal*, 45(2): 186-197.
- Mufamadi, M.C. 2017. An investigation into the prevalence of unethical behavior in a South African municipality: A Case of Vhembe District Municipality. Doctoral Thesis. University of Venda, Thohoyandou.
- Ngcamu, B. 2019. Exploring service delivery protests in post-apartheid South African municipalities: A literature review. *The Journal for Transdisciplinary Research in Southern*

Africa, 15(1), [Online] Available at: doi:<https://doi.org/10.4102/td.v15i1.643>, Accessed 12 February 2021).

Mzimela S. 2017. Examining the role of Integrated Development Planning on infrastructure service delivery: A case study of Kanyuswa, Ethekewini Municipality.

Naidoo, S. 2000 The Integrated Development Plan: a framework for women's mobilisation around service delivery needs?, *Agenda*, 16(45): 45-53.

National Planning Commission.2011. National Development Plan Diagnostic Report, Pretoria: Presidency.

Ngcamu, B.S., 2019. Succession Planning and Leadership Development in a Faculty of Health Sciences. *Global Journal of Health Science*, 11(11):101-101.

Niekerk, M.V. 2014. Advocating community participation and integrated tourism development planning in local destinations: The case of South Africa, *Journal of Marketing and Management*, (3): 82-84.

Nkomo, S. 2017. Public service delivery in South Africa: Councillors and citizens critical links in overcoming persistent inequalities. *Afrobarometer Policy Paper*, Vo. 42.

Hlongwane, T.H. 2012. Evaluating the integrated development plan as a performance management system for a selected Kwa-Zulu Natal Municipality: Masters Thesis, Durban University of Technology, Durban.

Ntliziywana, P., 2017. The transformation of local government service delivery in South Africa: the failures and limits of legislating new public management. Doctoral Thesis, University of the Western Cape, Bellville.

Osborne, S.P., 2018. From public service-dominant logic to public service logic: are public service organizations capable of co-production and value co-creation?. *Public Management Review*, 20 (2): 225-231

Phago, K. 2017. The Integrated Development Planning in local government: a case study of Tshwane Municipality, 44, (3): 483-491

- Pscroft, C. 2017. Integrated Development Planning or strategic analysis: municipal development during the local government transition and beyond. *Development Southern Africa*, 15, (2): 131-163.
- Reimer, A., Weedmark, K., Petkau, A., Peterson, C.L., Walker, M., Knox, N., Kent, H., Mabon, P., Berry, C., Tyler, S. and Tschetter, L., 2019. Shared genome analyses of notable listeriosis outbreaks, highlighting the critical importance of epidemiological evidence, input datasets and interpretation criteria. *Microbial Genomics*, 5(1) :1-16.
- Reiter, R. and Klenk, T., 2019. The manifold meanings of 'post-New Public Management'—a systematic literature review. *International Review of Administrative Sciences*, 85(1):11-27.
- Republic of South Africa .2001. Batho Pele Revitalization Strategy.
- Republic of South Africa. 1996. Constitution of the Republic of South Africa.1996.Pretoria, Government Printer.
- Republic of South Africa.1998. Local Government: Municipal Structures Act, Act 117 of 1998. Pretoria:, Government Printer.
- Republic of South Africa.2000. Local Government: Municipal Systems Act, Act 32 of 2000. Pretoria:, Government Printer.
- Republic of South Africa.2003. Local Government: Municipal Finance Management Act, Act 56 of 2003. Pretoria, Government Printer.
- Republic of South Africa.2012. National Development Plan (Vision 2030)., Pretoria, Government Printer.
- Republic of South Africa.2013. Spatial Planning and Land Use Management Act 16 of 2013. Pretoria:, Government Printer.
- Republic of South Africa, 2017/18. Integrated Development Plan: Blouberg Local Municipality.
- Richards, S.B. 2018. *Single subject research: Applications in educational settings*. Cengage Learning.
- Rondinelli D.A. 2007. Governments serving people: the changing roles of Public Administration in democratic governance. In: Rondinelli, D.A (Ed). *Public Administration and Democratic Governance: Governments servicing citizens*. United Nations: New York.

- Rutgers, M.R. and van der Meer, H., 2010. The origins and restriction of efficiency in public administration: Regaining efficiency as the core value of public administration. *Administration & Society*, 42(7):755-779.
- Sebei, M. 2015. Integrated Development Planning as a public policy and public participation tool in Fetakgomo Local Municipality, South Africa. Dissertation Submitted in Partial Fulfilment of the Degree Masters in Administration, *School of Public Management & Administration*: University of Pretoria.
- Stats, S.A., 2017. Statistics South Africa. *Formal census*.
- Todes, A. 2014. Urban growth and strategic spatial planning in Johannesburg, South Africa. *Cities*, Vol 29 (3): 158-165.
- Todes, A., Sithole, P. and Williamson, A. (2017). Local government, gender and Integrated Development Planning. Cape Town: HSRC Press.
- Valeta, L. and Walton, G.K. 2018. Integrated Development Planning and budgeting at local government. *Journal of Public Administration*, 43(3): 373-374. .
- Van Der Byl, C. 2014. Twenty Year Review South Africa 1994 – 2014 - Background paper: Changing Public Service. Government Printers: Pretoria.
- Van der Waldt, G., 2011. Adaptive project management: A tool for more realistic municipal planning? *Administratio Publica*, 19(2):2-20.
- Wittenberg, M. 2003. Decentralisation in South Africa. University of the Witswatersrand. Johannesburg. Available at:
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.115.1079&rep=rep1&type=pdf>
 (Accessed 10 January 2021).
- World Health Organisation.2008 Service delivery, Toolkit on monitoring health systems strengthening.
- Yin, R.K., 2017. *Case study research and applications: Design and methods*. Sage publications.