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PUBLIC ADMINISTRATION, UNIVERSITY OF PORT HAAE

OF
THE FACULTY OF MANAGEMENT & COMMERCE, DEPARTMENT
IN
MASTER OF PUBLIC ADMINISTRATION

REQUIREMENTS FOR THE DEGREE
MINI-DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE

VUWISWA G. SOCQON (200507135)

BY

(2007-2009)

EFFECTIVE MUNICIPAL SERVICE DELIVERY

FOR
INTEGRATED DEVELOPMENT PLAN
ALFRED NZQ DISTRICT MUNICIPALITY

WITH
GOVERNMENT AND TRADITIONAL AFFAIRS STRATEGIC PLAN
ALIGNMENT OF THE EASTERN CAPE DEPARTMENT OF LOCAL
acknowledged by means of complete references.

and that all sources I have used or quoted have been indicated and

this is my own work in design and execution

administration has never been previously submitted by me or anyone else at

submitted to the University of Fort Hare for the Degree of Masters in Public

I, Vuyiswa Gertrude Sogoni, hereby declare that this mini-dissertation

DECLARATION
The participants, for their respect and support, as well as their determination and willingness to participate in this study.

My husband and children, for their support and understanding.

Mr L Nyamah, for your assistance and encouragement throughout the study.

Encouragement: providing guidance, continual support and assistance.

Prof M H Kanjane, my supervisor, for creating an enabling environment.

I would like to express my sincere gratitude and appreciation to the following:

ACKNOWLEDGMENTS
Further in-depth recommendations thereof.

It is recommended that the liming for the formulation of the two plans should

coherent service delivery between the two spheres of government.

different. This makes it practically impossible to have an integrated and
Achieved Nzo District Municipality and DLoTA develop these two plans are
achieve a different constitutional mandate. The time frames within which
is not directly linked to Alired Nzo District Municipality IDP which they seek to
services to the municipalities. The study found that the DLoTA strategic plan
provide their relevant or relevant

municipality. The DLoTA is not directly linked to the Nzo District and municipalities or Alired Nzo District
plays a supporting role in the duties and objectives of Alired Nzo District.

To this end, municipalities are directly responsible for service delivery.

jurisdiction.

Provided plan should seek to address the needs of citizens within its

Informed Government and Traditional Affairs (DLoTA) strategic plan and

The study focuses on the relationship and interlinkage between Department of

ABSTRACT
Five Year Local Government Strategic Agenda

Strategic Plans

Strategic Planning

State of Province Address

State of the Nation Address

Service Delivery Budget Plan

South African Local Government Association

Provincial Growth and Development Plans

Local Government Finance Management Act, Act 29 of 1999

Republic of South Africa

Provincial Strategic Development Framework

Provincial Growth and Development Strategy

National Spatial Development Plan

Medium Term Strategic Framework

Medium Term Expenditure Framework

Municipal Finance Management Act, Act 50 of 2003

Municipal Finance Management Act, Act 2 of 2000

Member of the Executive Council

Local Government Transition Act, Act 47 of 1996

Local Economic Development

Intergovernmental Relations Framework Act (Act 13 of 1998)

Intergovernmental Relations

Intergovernmental Relations

Integrated Development Plans

Integrated Development Planning

District Municipality

Department of Local Government and Traditional Affairs

Annual Performance Plan

African National Congress

ACRONYMS
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Traditional Affairs: Alfred Nzo Municipality

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material needs and improve the quality of their lives (White Paper on Local community to find sustainable ways to meet their social, economic and health care, education, food, water and social security.

resources, to ensure that all South Africans have access to adequate housing.

states that government must take reasonable steps within available The Constitution of the Republic of South Africa plays a "developmental role." The Constitution of the Republic of South Africa White Paper on Local Government (1998) states that local government must and community groups in processes such as planning and budgeting. The develop strategies and mechanisms to continuously involve citizens, business democracy is a central role of local government, and municipalities should participate in development, delivery and democracy. Building local community in development, delivery and democracy.

One of the strengths of integrated development planning is that it involves the strategic plans.

for realizing and enhancing that vision in partnership with their local providers, they need to create a common vision for the area, and strategies to improve the quality of life of local communities. In order to meet these challenges, in developing sustainable settlements, which meet the needs and development and delivery in their area. Municipalities face immense Integrated Development Planning (IDP) is a planning method to help within their area of jurisdiction.

Planning (IDP) whereby municipalities coordinate all developmental activities.

developmental local government is the concept of Integrated Development Plan for developmental local government. At the heart of The White Paper on Local Government published in March 1998 established

1.1 Introduction

INTRODUCTION AND GENERAL ORIENTATION

CHAPTER ONE
insufficient clarity on the roles of the Office of the Premier,
the various intergovernmental instruments, or the roles and
responsibilities of various government actors in engaging with
insufficient awareness and understanding of the roles and
functions resulting in instruments not being used and instruments not
performing as intended;

Strategic Frameworks (MTSF); Medium Term Expansion
Special Development Frameworks (PSDFs); Medium Term
Provincial Growth and Development Plans (PGDPs); Provincial
Instruments, National Spatial Development Plan (NSDP);
the various strategic, spatial and financial planning
of the lack of shared understanding on the status and relationships
such aspects, gaps and monitoring;

support and capacity building, intergovernmental mechanisms
municipalities differently on information and communication;
sectors, the departments and service recipients approach
the lack of a shared focus on key national development priorities
spheres of government (Pyoroit, 1998:153). These include:
spatial:
acter(s) impeding joint work amongst the sectors and
government as one of the most critical shortcomings of such actions and
terms of the state, the lack of integrated and cooperative
efficiency of policy, legislative, planning and implementation actions by
Various Review processes targeted at measuring the
developmental Local government will remain an unattainable vision (Pyoroit,
Unless municipalities are able to link their IDPs to provincial spatial planning,
1.2 Statement of the Problem

item,
derived when there are in place policies and strategies available to guide
frequently asked questions as to where, why and how do municipalities fall to
Plans (SPs) with an intention to close them. It seeks to answer the most
This study identifies the gaps between the IDPs and the provincial strategic
strategic plans and IDPs, it will also add value to the government's ability to:

study seeks to identify the gap between the development of provincial implementation of both departmental strategic plans and IDPs, whilst the
explores the possible contradictions inherent in the formulation and
The rationale behind this study cannot be underestimated. This study

1.5 Significance of the Study

service delivery, being used and functions not performed as intended in response to municipal strategic planning instruments and municipal IDPs results in instruments not
A lack of a shared and integrated understanding between the provincial

1.4 Hypotheses

the implementation of IDPs. develop possible ways to overcome and bridge the gaps found in
of provincial strategic plans and the implementation of IDPs; and explore and identify the gaps and shortcomings in the development
provincial strategic plans and IDPs in response to service delivery;

examine what guides the formulation and implementation of both

The objectives of this study are to:

1.3 Objectives of the Study

participation in some cases is undermined. The specific development needs of the communities. Moreover, public
hand in developing IDPs resulting in irrelevant IDPs that are not relevant to
district municipality IDPs. In some instances, consultants still have the upper
extent there is inadequate alignment between local municipality IDPs and
Generally, the meaning and definition of IDP is still very vague and to some

performance management (Levy & Tapscoot, 2001:25), inadequate enforcement and inadequate and ineffective

(14R); and

Provincial Treasury in coordinating Intergovernmental Relations
Department of Local Government and Traditional Affairs and
The research:

The aims, methods, anticipated benefits and potential hazards of research have been notified of before an individual becomes a participant of research, he/she has valuable information (hereinafter referred to as a respondent/participant). The researcher informs the participant in the course of research work of the following principles which aim at protecting the dignity and privacy of every individual physically harmed, discomfited, pain, embarrassment or loss of privacy (Cooper and Schindler, 2003:127). The researcher complies with the following physical harm, discomfort, pain, embarrassment or loss of privacy (Cooper and Schindler, 2003:127). The researcher was designed so that respondents/participants do not suffer.

1.7 Ethical Considerations

Telephone interviews should happen that they are busy. The researcher will make appointments with the respondents in due time, so their day to day business to take care of. Participants due to their busy schedules; they are also employees who have it may also be very difficult for the researcher to meet all the anticipated other requirements because of differences among different municipalities. Given this limitation, the results cannot be generalized to strategic plans. Given this limitation, the results cannot be generalized to

1.6 Scope and Limitations of the Study

The present study was only limited to all the three districts of municipalities. It is not only in the Eastern Cape Province, but in the rest of the country.

All this will be achieved only if there is alignment of development strategies, sustainable and equitable manner.

- deliver and maintain basic infrastructure and services in a sustainable and equitable manner;
- eradicate the dualistic nature of the South African economy; and
- improve the quality of life of all South Africans.
This chapter is a brief background on the envisaged study and the contents

CHAPTER ONE: Introduction and General Orientation

1.8 Chapter Outline

- Study

Interests: What is feasible and what is allowable. It serves as a guide to the

are based on what would most benefit this research.

because they are accessible. The respondents/participants chosen

access groups of people (such as children at a daycare) simply

(e) In doing research, the researcher shall not take advantage of easy-to-

given fair consideration; and

opinions do not interfere with the researcher's hence both sides will be

consideration. The researcher will make sure personal biases and

(d) Objectivity versus subjectivity in this research is another important

has concerned in writing to its inclusion beforehand.

preparations in the course of the Project, unless the individual concerned

small be included in the final report or in any other communication

be included in the final report or in any other communication

the individual concerned has consented in writing to its inclusion

individuals who were subjects of research, shall be destroyed unless

the individual concerned has consented in writing to its inclusion

individuals from whom information is obtained in the

(b) The confidentiality of individuals from whom information is obtained in the

or inducement of any kind shall be applied to encourage an individual

a freely given consent that he/she agrees to participate. No pressure

given the notice referred to in the preceding paragraph and provides

(c) No individual shall become a participant of research unless he/she is

the confidential nature of his/her replies.

his/her right to terminate at any time his/her participation, and

his/her right to abstain from participation in the research and
be promoted at all levels. Chapter 2 deals with the literature review.

To address national priorities, integrated and cooperative governance should link with each other. Strategic plans and integrated development plans need government should be conducive so that their planning instruments relate and effective service delivery. A partnership between local and provincial spheres of government. This will ensure integrated service delivery. All important that all national development plans are linked across all

1.4 Conclusion

and findings thereof.

This is the final chapter in which the researcher gives an overview of the study.

CHAPTER FIVE: Conclusions and Recommendations

This chapter focuses on the process of data collection. It includes the research design and methodology, which covers the procedures of how the study was conducted and the method of collecting data.

CHAPTER FOUR: Presentation and Analysis of Data

This chapter focuses on the process of data collection. It gives the theoretical framework of the study. It is of sources is compiled to explain the study and give an

CHAPTER THREE: Research Design and Methodology

CHAPTER TWO: Literature Review

and findings thereof.
Overall capacity for strategic management, departments achieve strategic planning results through the efficiency of its strategic management process, a holistic and much more demanding process; (Hall, 1996; 1975). While strategic planning is a central element, management-the other components include implementation and evaluation. Strategic planning is the primary element but not the essence of strategic organization. Thus, effective strategic planning should be an all-encompassing process of strategic thinking, expanding to external strategic vision throughout all units of organization. To (T1989:5) portfolio level as an advanced and coherent form of decision-making that determines the long-term performance of an enterprise. Thus, a broad concept that embraces the entire set of managerial decisions and actions that determine the long-term performance of an enterprise. (Kee, 1989:18). Thus, linked to implementation and this is often where the process breaks down. Action-oriented type of planning that can only be useful when it is carefully implemented. The purpose of a strategic plan, as Faid (2000:124) suggests, is to maintain a favorable balance between an organization and its environment over the province as a whole, in terms of service delivery. Strategic plans would like the DP to budgets and performance measures of the local government through integrated Development Planning (IDP). These Development Plans (PDPs) that should guide each departmental strategic planning process in the same way the latter should incorporate the priorities of the South African legislation. The following formulation of Provincial Growth and Development Review.

LITERATURE REVIEW
CHAPTER TWO

2.1 Introduction
environment. With threats and opportunities caused by changes in external
planning as the process of recognizing the organization's resources (internal
in individual and social decision making. Smart and Crone (1999:170) define
needs to know about sustainably. As such, it is integrated and how it is involved
further argues that to understand planning and the planning process, one
(1992:39) defines planning as an agent of rationality in society and
organization that is what is to be done, as well as how it is to be done.
comprehensive plan to integrate and coordinate activities in the
strategies (strategic plans) for achieving these goals and developing a
mission and long term goals. It is understood in Smart and Crone (1999:170)
planning is believed to be achieved by the attainment of an organization's
is associated with increased/improved as well as comprehensive plan. They
show that the relationship between planning and organizational performance;
comprehensive planning, some scholars argue that planning is time-
and integrated environment. Some scholars argue that planning is time-
the formulation of plans enables organizations to survive in a very dynamic
What is planning?

An overview of planning will now be made.

2.2 Planning: An Overview

Discussion.

Integrated development planning will be examined and analyzed. The
framework in which planning is based will guide the ensuing
in this chapter, planning will be defined. The process of planning discussed and
approval, which considers the linkage to strategic planning in the province.
Analysis, strategy formulation, project identification, integration and
objectives of local government. There are five distinct phases, namely,
comprehensive planning that links provincial development goals and the
The completion of the IDP undergoes a number of phases to ensure a
generally recognized. Actions stressed in the above discourse of what planning is, is now
planning is not just making plans - the linkage between plans and explicitly the means for achieving that and
planning is not just imagining desirable futures but also stating
incremental shifts is not planning;
approaches to problem solving. Decision making based on
planning has little or nothing in common with that and other
the apparent from real planning activity in an organization;
the same, therefore there should be a distinction that differentiates
planning cannot be routinized because problems will not always be
planning and integrated development planning:
shaping the understanding of planning that applies to provincial strategic
what is not planning as opposed to planning. The following will assist in
matter. Therefore, it is in the interest of this research to be clear in defining
From the above discourse it is clear that defining planning is not an easy

strongly rejected any form of planning without implementation.
but this also does not provide criteria for evaluation and these scholars
action not planned. Other scholars define planning as the control of the future
this does not distinguish planning from other components of behavior or
strongly disagree with the notion of linking planning with action and argue that
lay out of a program of actions (Alexander, 1992:70).
Planning therefore
foreground in formulating and implementing programs and policies or advance
Planning must also be anticipatory in nature which equates planning with

well as giving planning any particular attention in an organization.
planning has its major flaw: what will be the to distinguish planning and as
complex process of which planning is an integral part. This approach to
Alexander (1992:69) further suggests that every action is the result of
action based upon that thought in an analysis of planning components,
Alexander (1992:69) also views planning as a process of human thought and
The transition from the strategic metaategic framework just defined to an

2.3.2 Operational/Application Models

The transition objective of the strategic and operational plan.

long range objective of the strategic and operational plan.

First, at the strategic level, a general model is needed to provide a high level

2.3.1 Strategic Models

application systems model.

application group models, and

strategic models.

These three levels are:

Three levels will be discussed, although in practice the number of levels will

execute application processes (Blumenthal, 2003:37).

of models should be used in the successsive refinement of strategic plans into

models, which describe significant data hierarchies. Several types and levels

process model, which describes major functional responsibilities and data

equally important. They emerge from the planning process: a function of

operating plans/capacity. Two types of models have been identified: each

Developing good models is an important key to translating strategic plans into

2.3 Theories of Planning

day to day activities.

discuss the theories of planning and how they are applied in organizational

provincial and local government (Davidoff et al, 1995:103). It is imperative to

complexity and demand for services make planning essential for both

allocated in such a way that goals can be realized efficiently. The increasing

are clearly formulated and plans unambiguous, tasks and resources can be

value of organization to apply the principles of planning successfully: if goals

Planning, therefore, needs a sound knowledge, relevant skills and the right

This model focuses on the relationships in planning objectives and the tools

2.3.5 Instrumental Models

Altered Nzo Municipality are aligned and coordinated. Delivery will improve. This would be achieved if plans of DPGA and IDP of
mentioned planning activities. When problems are identified and goals will
be articulated in the planning process, the shortfalls in the issue of services
will be reflected in the development plan (IDP) in terms of the above.

Municipality Integrated Development Plan (IDP) in terms of the above-mentioned
Government and Traditional Affairs Strategic Plan and Altered Nzo District
Plan (Blumental, 2003:40). This model will assist the researcher to seek answers
activities such as physical, economic, transportation and health planning

2.3.4 Substantial/Secessional Models

other.

there is no approach that is more or less true or more accurate than any

In trying to describe various approaches to planning, it should be noted that
been subdivided into individual, implementable application systems Projects. In
The number of levels and the scope of application groups will depend on the

realization of a collective goal.

these groups may closely parallel the major functions identified in the
An application systems model is a process of reaggregating these functions.

2.3.3 Application Systems Model
public sector service delivery. In pursing this mandate, the department.

It contributes to eradicating poverty and to transforming the instruments of

together with transforming the social compact (SPS) and IDPs, but this leaves

eventually from the Provincial Growth and Development Plan (PGDP)

traditional affairs (DSTA). Highlights that it deserves its mandate

In the 2008/09 Policy Speech, the Department of Local Government and

much to be desired.

ensures the linkage between Strategic Plans (SPS) and IDPs, but it leaves

(Policy Speech, 2008/9:14). A number of policies have been developed to

government is one of the most critical shortcomings this province is faced with

as highlighted in the previous chapter, lack of integrated and cooperative

2.4 Legislative and Policy Framework

organization to do a better job.

or the past. In other words, it is a management tool that will help an

The main focus of strategic planning is on the changing future, not the present

Implementing them (Policy et al., 2000:97).

planning proposals through rational analysis, as well as the power to

that a central planning agency has the authority and autonomy to develop

I assume that the planner knows or can discover other people's needs and

process, also known as rational planning process.

actually is to take all factors into account in a rational, analytical planning

affected by what were previously perceived as purely physical decisions;

planning arena. The model recognizes the complexities of factors affecting and

succession of another kind of planning model defines the context as a different

contextual models refer more to their context in time, social institutions, and

2.3.6 Contextual Models

limits. Would usually be prohibited those that are not within approved categories or

horizontal level and touching on every governmental activity. Advice between spheres of government at vertical as well as making consultation, coordination, implementation and legislative, executive interaction ensuring joint decision-
informal and informal, multi-sectoral and sectoral.

(Muñoz: F. Íñigo, 1996:101). Hence define Intergovernmental relations as:

Planning policy activities and budgets needs to be co-ordinated in order to improve Intergovernmental relations among the three spheres of government.

Section 40 (1)

(The Constitution of the Republic of South Africa 1996,
established three distinct spheres of government, which are independent
independent framework to encourage co-operation and interaction among the
Resolution 1995:69). This was done by creating a constitutional and
in the promotion of co-operative government and intergovernmental relations
The democratic government of South Africa has clearly made great progress

of Local Government and Traditional Affairs Speech 2008/9:2)

most of which is caused by the mismanagement of development plans (Department
were not sufficiently benefiting from the new system of local government,
government elections, government reached the conclusion that many citizens
and feedback from the electorate in the 2004 national and provincial
primarily informed by the lessons of the transition phase, the period post 2000

The enforcement measures:

environment for local government and giving greater attention to
reinforcing and strengthening the policy, regulatory and fiscal
and government and State in order to better strengthen, support and monitor local
addressing the structure and governance arrangements of the

(SYLCSA), which is the blueprint for effective sustained improvement by:
commissions is to the Five Year Local Government Strategic Agenda
Intergovernmental Relations will further play a role in encouraging the sharing of munipalities to implement their Integrated Development Plans (IDPs). At municipal level, all these efforts must be focused on supporting DCTA better aligns planning at a national and provincial level with planning implementing the Intergovernmental Relations mechanisms and processes.

aimed at ensuring a coherent government.

municipal and provincial Intergovernmental Relations Forums which are both the department to ensure effective and efficient functioning of both the governments. Hanekom (1997:33) points out that the key focus of the government is to ensure all spheres of government, primarily focusing on supporting local Intergovernmental Relations lies in its facilitation of dialogue and planning.

The Importance of Intergovernmental Relations Framework Act (Act 13 of 2005). The Importance of Intergovernmental Relations Framework.

municipal Support units.

municipal Support Plan;

Type of Support and Intervention;

development strategy;

data base development;

setting up of a support providers’ forum;

Identified needs.

The categorization of munipalities based on capacity levels and

The critical elements of the framework include:

Province and the South African Local Government Association (SALGA).

process involving munipalities (mayors and Munipal managers) in the more focused and coordinated approach. This is done through a consultative department moves away from ad hoc support to support is aligned at ensuring that the Municipal Support and Intervention Framework is aligned at ensuring that the DCTA launched the Municipal Support and Intervention Framework. The

in this spirit; and the spirit of business unusual, as well as in the interest of

In implementing the Intergovernmental Relations mechanisms and processes,
Table 1: Policy and Legislative Mandates

<table>
<thead>
<tr>
<th>Description</th>
<th>Legislation</th>
</tr>
</thead>
</table>

In the alignment of efforts among the three spheres, available legislation on both strategic planning and IDPs is a summary of the enhancement of the democracy. The table below is a summary of the alignment of efforts towards synergy in operations so as to enhance effective functioning towards the enhancement of good governance in place and that emphasis is placed on the need for partnership cooperation. This is a necessary step to improving the ability of municipalities to find what works and what does not, thereby enabling collaborative initiatives internationally and internationally. This is a necessary step to improving the ability of municipalities through learning and management of relationships.
functions influence the content of an IDP and
municipalities. The allocated powers and
functions between district and local
offices—bureaus of municipalities—
regulates the internal systems, structures and
between categories of municipalities, provides for an
appropriate division of functions and powers
between categories of municipalities, provides for an
acceptance with the requirements relating to
municipalities as provided in the Constitution. The
Those two Acts guide the establishment of
pre-transition phase,
and appointment of Transitional Councils in the
Local Government as well as the establishment
of the establishment of Provincial Committees for
Government and for that purpose to provide for
Government to promoting the restructuring of Local
provides revised interim measures with a view
municipal IDPs.
The planning process to be influenced by the
municipality and in turn allow their own
participants to participate in the planning process
process. It provides for the obligation of all
important support mechanisms to the IDP
government. The Act also represents an
investment and spending of other spheres of
governance. The Act creates a framework to
organization as required by the co-operative
support intergovernmental co-operation and co-
2000 (Act 33 of
the Municipal Structures
Act 1998
(Act 47 of 1996)
Local Government Transition

(Act 117 of 1998) together with
Interdependencies between communities in the considered factors that promote (Demarcation Board). The demarcation process is bound by an independent authority. Procedures for the determination of municipal boundaries include criteria and consultation that determine 3 categories of the Act (as amended).


Municipal Finance Management Act (MFMA)
(MFMA)

The MFMA is particularly the financial cycle of the Integrated Development Plans (IDPs). It contains the requirements of financial management, minimising the opportunity for undue influence, promoting transparency and accountable processes in government and particularly in local government. The Act provides for the governance of municipal government.

(MSA)


Municipal Systems Act, 2000 (Act 32 of 2000 as amended.)

17
Art 156(1)

their executive authority referred to in section 5, by regulating the exercise by municipalities of the respect of matters listed in Schedule 4 and performance by municipalities of their function in execution authority to see to the effective functions and manage their own affairs.

To enable municipalities to perform their functions and manage their own affairs, by enabling municipalities to perform their functions and manage their own affairs, to provide for monitoring and support of local government in the province, and provide for monitoring and support of local government, the National Government and Provincial Governments by legislative and other measures must: 154


IDPs to include a disaster management plan.

Disaster Management Act, 2002

Provides for an integrated and co-ordinated area, the municipal and other spheres of government.
effective service delivery by municipalities as organs of state. Within its area of jurisdiction, this is done to ensure that there is efficient and effective exercise of powers and functions and to assure one another. This means that the national government must assist provincial governments in decision making and development plans should be participatory by all stakeholders of governments in decision making and development plans. The Constitution of the Republic of South Africa, 1996, makes participation by all stakeholders of governments in decision making and development plans. The Constitution of the Republic of South Africa, 1996, makes provision for the participation of all stakeholders of governments in decision making and development plans.
department and one cannot underestimate the importance of strategic planning, which is where all aspects of the strategic goals, which further tell us what and why, in order to be achieved. This is done through the development of departmental plans that seek to identify what the department wants to do in alignment with the available financial and human resources. It also explains how the vision, mission and values of the department are integrated in a coherent framework and when there is coordination at the operational level, the operational plans and programs function best when integrated into the overall strategic plan. The operational plans may offer opportunities to be used administratively to improve the quality and efficiency of the service.

A lack of vision in an organization leads to a chaotic environment. A lack of vision means that when a department develops its strategic plan, it should establish the position it is at and where it wants to be in a given period of time, usually a fiscal or calendar year. This happens when the department considers a sectoral situational analysis. This means that when a department develops its strategic plan, it should establish an implementation plan that is consistent with the plan's mission and values. This plan flows from the provincial government and departmental plans. The same way, a provincial strategic plan should fit well with the provincial, mission and values. Fundamentally, all departments derive their strategic goals from the implementation plan. Strategic plans are guided by the concept of strategy. Strategic plans are built from a strategic thinking point of view, which values services to the people.

2.6 Provincial Strategic Planning Process

The plans of the entities that comprise the spheres of government must indicate how they are going to contribute to the lack of providing basic services to the people.
The steps are further explained and discussed below.

Strategic Planning Process (Geyer 2006: 12)

Step 1: Getting organized

Step 2: Analyze the situation

Step 3: Develop a strategy

Step 4: Draw a plan

Step 5: Approve the plan

Step 6: Implement the plan

The process

Figure 1

Below is a diagram showing the processes involved in strategic planning.

Six stages have been identified when developing provincial strategic planning.

Geeyer (2006: 3) concurs with van der Walt (1999: 87) that strategic planning management in this regard as it is a broader concept which encompasses...
Step 3: Develop a strategy

Considered when developing strategic plans, all the information surrounding such environmental factors should be considered. The given factors can present themselves as threats or opportunities under which the department needs to position itself. The strategic plan needs to consider the needs to determine the dynamic changes and dynamics in the outside world.

External Environmental Analysis

It wants to do and what it can do, given the resources it has. This is where the department needs to distinguish between what it wants to do and what it can do. Given the resources it has, the department needs to determine the goals of the available human and financial resources against the projected goals of the organization. An analysis considers the two different parts of internal environmental analysis, an analysis considers the

Internal Environmental Analysis

Seeks to realize its vision, mission and values. The strengths, weaknesses, opportunities, and threats of the department as it looks into external environments are analyzed. The environmental analysis looks into the strategic plan in this phase, both internal and environmental. When developing a strategic plan, it is important to exercise a situational analysis, also known as an environmental

Step 2: Analyze the situation

Assess and develop goals.

Identified, this will promote allocation of responsibilities and assigned resources. Human and financial, to make the process a success, must be departmental as a full mandate from all stakeholders. In this stage, necessary before the strategic plan is developed. This is done to ensure that the

It is important to get support from all the different sections of the department...
government cooperation, alignment of development plans among all spheres of government.

All these processes and steps outlined above seek to ensure that there is

principle of financial prudence, the Public Financial Management Act 2 of 1999, must be followed. These principles guide and frames the principles of prudence, efficiency, and effectiveness of public expenditure to avoid

implementation. Upon implementation, the principles and guidelines set out in the Public Financial Management Act 2 of 1999 will be followed. This operational plan shows how the strategic plan will be

Once the plan is approved by the Provincial Legislature, the Operational

Step 5: Approval and Implementation

Provincial Legislature for its approval.

Upon completion of the draft plan, the department labels the plan as the

their allocated resources, to achieve the strategy. The can achieve or perform various programmes, for example, programs, programs, and

this plan that the department needs to show the time lines of each strategy, and aware of what is needed to address the needs of the community. It is in the department. The planning document shows that the department is informed. The planning document is important because it will guide the future of the

Step 4: Draft a Plan

The drafting of a proper planning document

Each strategy should have a goal and objectives to inform the plan, leading to

What skills and resources do we need to achieve this?

How will we go about achieving it?

Why and what do we need to achieve this?

What are we trying to achieve?

The following questions:

roll out. In developing the strategies, the department should seek to answer address each priority issue. The focus should be on the resources available to

strategies to address it. When the department chooses, the best strategy to
The Integrated Development Plan is a product of integrated development planning processes and can also be defined as a transformative tool towards sustainable service delivery at local government level (Davids et al., 2005). The IDP is a principal strategic planning instrument which guides and informs all planning, management and decision-making in a municipality. This mandate is derived from the Municipal Systems Act, which in terms of Section 25(1) calls for each municipal council to adopt a single, inclusive and strategic plan for the development of the municipality which:

- is compatible with national and provincial plans and policies;
- forms the policy framework and general basis on which annual implementation plans are aligned to the resources and capacity of the municipality with the link, integrates and co-ordinates plans and takes into account
- proposals for the development of the municipality;
- provides an inclusive and strategic plan for the development of the municipality; and
- is being guided by information on available resources.

2.8 Purpose of the IDP

Requirements binding on the municipality in terms of legislation, budget must be based and

Implementation plan:

aligns the resources and capacity of the municipality with the

link, integrates and co-ordinates plans and takes into account

inclusivity and strategic plan for the development of the municipality which:

- is being guided by information on available resources.
The district and local municipality:

Identity common issues that call for alignment in the IDPs of both municipalities or any type of municipality:

National and provincial legislation on the district and local identification of plans and planning requirements binding in terms of the following aspects:

The framework plan entails the following elements which outline in simple terms what has to happen and when, by whom, with whom, and where and in what order:

Framework for Integrated Development Plan

(PEDS) respectively.

Development Plan (NSDP) and Provincial Growth and Development Strategy into consideration as contained in the National Special Various Local Municipalities can be mainstreamed. The framework should take coordination and alignment of the IDP process of the District Municipalities and its alignment in the District. In so doing, proper consultation, consultation and relationships between the District and Local Municipalities within its area. The framework plan provides the development plan in its area as a whole, The framework for an Integrated municipalities within its area, must adopt a framework for an integrated according to Section 27(2) of the Municipal Systems Act, 2000 (Act 32 of

strategic manner.

development, and institutional transformation in a consultative, systemic, and municipal budgets, land management, promotion of local economic developmental role. It seeks to guide at decisions on issues such as An IDP is one of the key tools for local government to cope with its planning process.

Thus it is able to develop and implement appropriate strategies and projects to address the problems.
The development strategy should be directed towards alignment with the multiparty concept. Most crucial development and internal transformation needs must indicate long-term development in the context of the multiparty vision and development strategy. The vision of the multiparty seeks to address the issue of multiparty as a priority issue. The vision of the multiparty, as priorities for each priority area, seeks to develop strategies that are essential for the multiparty.

- Establish priority areas.
- A comprehensive analysis of the multiparty area is conducted to facilitate alignment with external stakeholders.
- A community participation strategy must be in place and a role and responsibility need to be cleared and resources prepared in advance.

The following needs to be considered in the following phases. The local programme spans over an extended time period and accommodates the community consultation process which is consistent with the process of developing the IEP.

Phases of the IEP

The Process Plan.

The next phase then calls for the development and approval of the operational plan. Once agreement is reached, then it is essential that the operational evolve. Once agreement is reached, then it is essential that the framework plan is understood in terms of how it fits into the existing structure according to which the framework plan will build.
legislation, provincial and national strategies. Once the IDP is adopted, it
necessary to make the required changes to ensure that it is in line with
communities must be considered. The MEC will review the IDP and when
Government in the Province. Before Council approves the IDP, public
submission to the Members of Executive Council (MEC) for Local
be integrated with the overall IDP.

When developing IDPs, municipalities should seek to integrate projects and

Manuel
Department of Local Government and Traditional Affairs (DLGA) Process
IDP Phases of development (Planerral Enhancement Programme, 2001, and

Figure 2:
The diagram below indicates the step by step process in this phase.

What is critical here is the need to seek synergy:
NSDP and PEGS and the planning requirement binding the municipality.
Conclusion

The approval of the Integrated Development Plan (IDP) is binding on the municipality and all role players, including state departments, parastatals, local municipalities, and owners and developers. The approved IDP is the strategic planning instrument that guides and informs all planning activities within the area of jurisdiction of the municipality.

2.9 Conclusion

These efforts should follow the national guidelines, principles and delivery. All spheres of government ensure effective and efficient service within all spheres of government and the municipality. The strong focus on more alignment is imperative in order to promote the development of linked and aligned strategic capacity of municipalities. Provide support and monitor their performance. It is provincially devolved responsibility to strengthen the provincial departments have a consultative responsibility to strengthen the
Relevant to this study, municipal IDPs form the target population because they were found to be the formulators of DLCTA’s strategic plans and the implementers of the results obtained by testing the sample, can be generalized. In this case, only a set of elements on which the researcher focuses, and from which, the population (2000:107) and Blesa and Higson-Smith (1995:87) define the target population.

3.3 Population

Municipality.

Government and Traditional Affairs (DLCTA) and the Alfred Nzo District Council be a community organization or person (Stake, 1995) in Bryman, could be a community, or an extensive exploration of a specific case, which design entails the detailed and exhaustive exploration of a specific case, which followed. This study follows the case study design, a case study research and the analysis of the subsequent data. Many research designs can thus be data. It represents a structure that guides the execution of a research method, and research design provides a framework for the collection and analysis of data conducting research. A research design provides a framework for the collection and analysis of data.

Chapter Three

RESEARCH DESIGN AND METHODOLOGY

Introduction
Research approach.

Variables: it became necessary to adopt a systematic and standardized
variation between these cases and to examine associations between the
multidimensional Integrated Development Plan (IDP). In order to establish
relationship and the linkage between DLT A’s strategic plans and the
This research is concerned with the comprehensibility and the nature of the

Survey, participatory action research or structured interview schedules,
involve specific instruments, for instance, self-completion questionnaires,
describe and explain the technique for collecting data. This can however
Bynum (2000:29) and Moulin (1996:57) both agree that research methods

3.5 Research Methodology

Arbitrary as the researcher relied heavily on personal judgment.
was used. In this case, the researcher’s selection of the sampling unit was
unknown and could not be guaranteed. A judgemental sampling technique
the chances that any member of the population would be involved was
(Reynolds 2001:45). Non-probability sampling techniques were used because
Sampling techniques may be grouped into probability and non-probability

3.4 Sampling Technique.

In implementing these plans, they are more knowledgeable on the subject
This group is targeted because they are the ones who formulate and

Economic Development (LED) and IDP.
Municipal Manager, IDP Manager and a councilor responsible for local
from the IDP forum and steering committee. This group was composed of the
From the multidimensional interviews individuals were interviewed. These individuals

Of Municipal Evaluation and Capacity Assessment.
Director of Policy and Strategy, Director of IDP Coordination and the Director
In the DLT A, these officials were interviewed. These included the provincial
3.5.1 Interviews

The researcher planned and conducted specific
questions and objectives. They are easier to prepare and manage,
responses in writing. The researcher planned and structured specific
answers, involving question and answer sessions where the researcher noted
questions, for this reason, the researcher used structured interviews to get the
results. A research must give answers to the questions under
District Municipality. A research must give answers to the questions under
Department of Local Government and Traditional Affairs as well as alleged Nzo

IDP.

Plan and the IDP. Review findings as well as alleged Nzo District Municipality
and analyzed texts and documents as well, especially the DCTA Strategic
executed data collection through interviews. This research then collected
respondents as Foster (1995 in Myanmar, 2001:67) suggested and found
formulated general research questions, secondly selected the relevant
in this research, structured interviews were utilized. The researcher, firstly

2001:11)

as, interrogatives, content analyses, from groups as examples (Straight & Steed,
There are many research methods associated with, employing means such
The term qualitative researcher does not describe a single research technique.

The interpretation of the real world by its participants.
The emphasis is on understanding the social world through an examination of
This research gives answers as to why there seems to be a gap in the
(Denzin & Lincoln, 2003:13).
measurable at all! In terms of quantity, amount, intensity or frequency,
meaning that cannot be experientially examined or measured (It
implies and emphasizes the qualities of the entities and the processes and
Quantitative research methods were used by the researcher. Qualitative
3.5.2 Documentation

The range of documents used in this research included strategic documents. The researcher often referred to written documents in conjunction with the interviews. The researcher had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses. They had other commitments to attend to, so the researcher had to wait for most of them to send their responses.
presentation and analysis of data.

Strategic Plans and Allied Nzo Municipalities IPP. Chapter Four deals with the need to correlate the information in assessing the linkage between DLET A and the plans were assisted in that all the plans were...
municipalities in terms of capacity. Capacity assessments are carried out to identify challenges facing municipalities, but it is given minimal consideration. The respondents say municipal capacity is considered in the development of strategic plans. In response to this question, the respondents acknowledged that they consider municipal involvement in the development of strategic plans. The question was posed to the interviewee whether municipal capacity is provided below.

4.2.1 Development of strategic plans against municipal capacity and

During and after the interviews, the researcher noted the responses, analyzed and formed the documentation and case study, the researcher noted the responses, Analyzed
traditional Affairs (DGLTA)

4.2 Responses from the Department of Local Government and

and policy purposes.

IDP. The names of the respondents are not mentioned for both anonymity and

Municipal Manager, IDP Manager and a councilor responsible for LED and

Municipal Manager, IDP Manager and a councilor responsible for LED and

form IDP forum and steering committee. This group was composed of the

From the municipality, three individuals were interviewed. These individuals

From the municipality, three individuals were interviewed. These individuals

Capacities assessment

Director of IDP Coordination and the Director of Municipal Evaluation and

Director of IDP Coordination and the Director of Municipal Evaluation and

interviewed. These included the Provincial Director of Policy and Strategy,

interviewed. These included the Provincial Director of Policy and Strategy,

officials were found useful in this study. In the DGLTA, three officials were

officials were found useful in this study. In the DGLTA, three officials were

purposes of the municipal level. Sampling techniques were used and the following

purposes of the municipal level. Sampling techniques were used and the following

chapter. As indicated earlier, a qualitative research analysis was used.

chapter. As indicated earlier, a qualitative research analysis was used.

interviews were conducted and both DGLTA and Alified NZOs planning

interviews were conducted and both DGLTA and Alified NZOs planning

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA
generated and implemented effectively. The department is limited and new ways of doing it need to be created or
many more ways than the DCLA. Simplifying, the intervention from the
Department of Agriculture and Rural Development can assist in this field in so
Nzo municipality because it is agricultural oriented and therefore only the
easy to address. Little support can be provided by the department in Alired
service delivery. These include environmental challenges which are not so
than just individual or organizational challenges facing municipalities in
out where exactly the problem is. DCLA acknowledges that there are more
compiled in the correct format. It not so the department will follow up and find
annual reports are submitted and are they submitted on time and are they
 questioned on is capacity related. For example, the tool checks if financial
The department makes use of a Capacity Assessment Tool, which is a
4.2.2 DCLA assistance to Alired Nzo District Municipality:

The researcher observed a lack of coordination in all capacity support
understanding of the researcher that municipalities have to deliver according
to the departmental strategic objectives. Hence the question of their capacity.
In transformation, rural development as well as land reforms, it is the
address agricultural issues. These would include land aggroen
should receive the kind of capacity assessment and assistance that seeks to
should meet each municipal need. An agricultural municipality like Alired Nzo
interventions. This way in which municipalities are categorized and assessed

The different approach in terms of capacity assessment.
like Cacadu which is highly urban and industrialized. These two would need a
municipality, but when capacity is assessed, it is related the same as others
friendly to it seems that all the municipalities are treated under one
blanket without consideration of specific municipal needs in terms of capacity.
From the
The documentation provided scanty information as it showed a lack of
plans would then link to each other. Municipalities’ IDPs would at least get the input from the Department itself and hands on to cascade it down to individual municipalities. Altered NZO District municipal IDPs should be developed and formulated in an integrated manner. If the DCGTA could be developed and formulated in an integrated manner, it helps municipalities in interpreting the guide. This makes it difficult for plans to be interpreted. The researcher has observed a lack of consistency in terms of the document establishment of guidelines and frameworks through which all municipalities assist in developing their IDPs. Municipalities’ IDPs should be developed and formulated. If municipalities, like all other guidelines and IDP evaluation tool, which all municipalities in the Republic should follow, it is, therefore, a constitutitional mandate. Like all other development, the DCGTA participated nationally to develop the national IDP and development and formulation of IDPs in terms of formulation and an inquiry was made as to how the department assists municipalities in development and formulation of IDPs.

4.2.3 Development and formulation of IDPs municipal IDPs and to address specific IDP mandates.

Annual Performance Planning (APP) on how to deal with different municipal IDPs given in the DCGTA. This should appear in the DCGTA municipal IDPs. It is often identified as the problem, despite made support is municipal IDPs included. It would assist the departments and relevant although not always relevant to all municipalities. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. 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Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs. Altered NZO District municipalities according to their specific skills challenges. They all are pleased municipal IDPs.

The researcher has observed a lack of consistency in terms of the document establishment of guidelines and frameworks through which all municipalities assist in developing their IDPs.
departments as well as National Departments like Water Affairs.

However, the question remains, do they do this effectively with all other sector
municipalities but the DGLTA, convinced them to plan with the municipalities
was given. This department was found not to be planning with the
4.2.5 Monitoring of the implementation of provincial plans.

Departmental officials are present in the development of strategic plans.

The department appeared disinterested in the content of the IDP, including

Annual report. 46 reports). There is nothing peculiar to Altered NZD District Municipalities in the
in relation to the assessment of municipal annual reports (Section.
related. DGLTA's annual report does not reflect what the department has tried
plan are not related to that in the IDP. The two plans seem not to be closely
planned with the Municipalities IDP. Issues that the department addresses in their
in terms of document analysis, the researcher compared DGLTA’s strategic

Understanding of IDP: hence they cannot assess or incorporate it into their
departmental officials that the department does not have a clear
municipalities. It also came out from the interviews and responses from the
the Municipalities. The IDP has been totally taken as the responsibility of the
Plan. Officials in the department confirmed that they do not plan together with
Departmental Strategic Plan and the Municipalities’ Integrated Development

The researcher was keen to check if there was any relationship between the
shows that the plans do not address the common issues surrounding service delivery. The plans Munipalities are therefore not involved in any way, this clearly the whole strategic plan on which they will report on actual development of the strategic plans. Senior managers would consolidate their units’ inputs to the development of the whole Department’s officials including Head of Department, Deputy Director looking at the participants in the formulation of Strategic Plans, only the Deputy Director and other Senior Managers are involved. Other looking at the participants in the formulation of Strategic Plans, only the Deputy Director and other Senior Managers are involved. Other looking at the participants in the formulation of Strategic Plans, only the Deputy Director and other Senior Managers are involved. 4.2.7 Other critical issues

Other critical issues in service delivery that can help them plan in line with the priorities of challenges facing the IDP assessment findings; hence they do not have any form of information on the departments plans to ensure linkage. As is the departments do not even use the documents as well as promote participation by municipalities in the sector. It can be used to assist municipalities to achieve their constitutional municipal priorities and challenges so that they are able to develop strategies that can be used to assist municipalities to achieve their constitutional

Alfred Nzo District Municipalities’ IDP assessment findings do not appear anywhere in the DLCTA’s annual performance plan. The researcher strongly feels that it would be necessary to use the IDP evaluation findings to identify

planned accordingly: hence they do not even talk to each other. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines. Not checked as to whether it complies with the national guidelines.
be aligned to current National and Provincial priorities. Only have a new IDP after local government elections in 2011, one which will

The current IDP runs from 2006 – 2011. As it is, it means the municipality will

and this was confirmed.

No District municipality officials were asked if the municipality had an IDP. A research tool was administered in the municipality in question. The Algeria

4.3.1. No District Municipality IDP

4.3.2. Responses from Algeria No District Municipality.

Affairs claims that they are not service providers due coordinators.

departmental mandates. The Department of Local Government and Traditional

Republic of South Africa, 1996, are not necessarily the same with local government as highlighted in Section 152 of The Constitution of the

coordinators. The researcher has also found that the goals and objectives of

Thus, municipalities are still working according to 2006 - 2011 IDs, and that municipal calendar runs from 1st of July to 30 June of the following year. Municipal Finance Management Act, 2003 (Act 56 of 2003) (MFMA), the

that National priorities are realised. Be that as it may, according to the

National Address (SONA) which aligns to the State of the Province (SOPA) so

Strategic Plans that seek to address the African National Congress (ANC)

The timing of these plans is not the same. The Public Finance Management

actual delivery.

and working for the common good would not be an issue when it comes to

the case that both parties sit and plan together, the question of linking plans

reasons why municipalities were not invited to these discussions. Had it been
delivery at local level. The department could not furnish the researcher with
discriminate between the two plans. Municipality when they develop their IDP in 2011 onwards. Hence the development of a major priority now but it may not be an issue for the more traditional Affairs Strategic Plan highlighting training and capacity development may be entirely different. For example, the Department of Local Government and the municipality seeks to meet the needs of the communities as well as address issues highlighted in the Strategic Plans. The difficulty comes when the municipalities highlight in the provincial strategic plans. The likelihood is that when IDPs are formulated, they may address certain issues highlighted in the provincial strategic plans, which are then working on. The IDPs have not been generated. Why at provincial level is almost impossible to link Strategic Plans to IDPs are developed well after Strategic Plans have been developed. This is

3.1.6 Relationship between IDP and DCLA Strategic Plan

4.3.2 Relationship between IDP and DCLA Strategic Plan

cannot be made new plans. Been budgeted for, hence they cannot be fully/addressably addressed and effective service delivery. However, most of these priorities would not have been addressed. An IDP is reviewed against the progress on projections. The review annually. As much as IDPs cover three to five years, the municipality reviews plans that are highlighted as national priorities and in different time frames if they address the current and common needs. The researcher did not understand why these two plans be done separately.
say that the multi-actor and information they may want to be captured in
the role multinational play in the formulation of strategic plans responsibilities

4.3.4 Allied NZO multinational involvement in DeltaA strategic plan formulation
different hence using consultans across the board is again a recipe for disaster.
Consultans need and priorities should be formulated but are not familiar with applicable national
IDPs should be addressed. Consultans to the knowledge of how
multi-actor should address. Consultans should address IDPs. Instead of the DeltaA personally guiding multi-actor in the development of

Word consultants represent the needs of various wards when developing IDPs.
Consultants represent the needs of various wards when developing IDPs because
sometimes sector department officials the community in the form of ward committees and
government parastatals, the community in the form of ward committees and
development of IDPs, these include traditional leaders, social partners,
the development of IDPs. Moreover, broader forums are involved in
multi-actor. Based on the information they have for the direction multi-actor
according to Allied NZO District multinational officials, DeltaA officials do not

4.3.5 IDP formulation role players versus SP formulation role players
Positive relationship between the two plans. Allied NZO District multinational IDP consultants, which makes it difficult to create a
service delivery oriented by the DeltaA officials are not familiar with Allied
play coordinating role when their plans are not synchronized. The IDP is
From the researcher’s observation, one wonders how the department can

multi-actor, including those that are not even agriculturally oriented.

NZO District multi-actor’s agricultural priorities, but generally across all
as its major priority. The DeltaA strategic plan does not address the Allied
each document differs. The Allied NZO multinational IDP highlights agricultures
The two documents were also analyzed by the researcher and priorities set in
The researcher is still insufficient as to see if they address municipal needs. Should it come from the municipality or if remains unclear as to who should therefore be assessing Strategic Plans to still not enough.

such assessment results are incorporated into the IDP but the information is are conducted by the department, so that when IDPs are being formulated, good IDP that is linked to provincial plans. Just as much as IDP assessments
assessment results, and they are not enough, as they say, to guarantee a respondents highlighted that they only obtain the IDP guide format as well as

enough.

formulating IDPs, and also the researcher asked if this information was kind of information, if any, do they obtain from the department when

The researcher asked the Acting Nzo District Municipalities officials exactly what

4.3.5 Information sort from DCTA

linkage between the two plans unless they are linked at the outset.

and the municipality that there are no mechanisms they can use to ensure
approach for all municipalities. It is acknowledged from both the department
plan. The information coming out of the strategic plan shows a general
means that whatever information they sent was not captured in the strategic
was nothing specifically about the Acting Nzo District Municipalities, which
Upon consulting the DCTA Strategic plan, the researcher found that there are

Strategic Plans have already been formulated to address current national
Department. Besides, by the time municipalities send this information,
given by the municipality is excluded from the Strategic Plans of the
National Address as well the ruling party’s manifestos. Hence, the information
characterized by enhancement of compliance by implementing officials where
down, and this type of approach according to Sapers et al. (1999:288)
is

the Strategic Plans, but the approach used to formulate Strategic Plans is top-
coordinated and non-integrated service delivery. It remains a challenge that
This causes challenges on resource allocation which results in a non-
now fit into the already existing IDP. All in all, the two plans are not linked.
reformulated long after SPs begin to operate and issues raised in SPs do not
return. Therefore, IDPs’ certain areas cannot be adequately addressed. Also, the
the Affirm No District Municipality tends to address the DICTA Strategic Plans
From the above analysis, the researcher can safely conclude that as much as
4.4 Conclusion
delivery.

municipality is still looking at job creation while busy dealing with service
situation within which municipalities operate. It would appear difficult for the
government levels without much consideration of the current economic
For example, the issue of job creation has been made a priority at all
commit to unrealistic mandates which are not implementable at ground level.
by the institutional analysis based on comprehensive/municipal needs before they
Provincial Government must set goals and develop policies that are informed
The officials from the Affirm No District Municipality feel that the National and
been planned and budgeted for:

sufficient commitment, budget and dedication as they should have if they had
like housing and general service delivery. The new priorities will not require
able to handle all these because already they have backlogs in other areas
accommodate new priorities set out by government, municipalities are not
lot to be desired. While the municipal IDP is reviewed annually to
issue of different time frames during which they develop their plans, leaves a
delivering the SPs’ objectives and mandates? If so, who is clear about the
The researcher asked if there are any challenges facing the municipality in
4.3.6 Other critical issues.
the researcher has nothing on the ground, hence he rationale for this inquiry.
whether developing a very good strategic plan would address municipal
Recommendations.

Chapter Five concludes this research work and also provides

of coordination: who co-ordinates what?

this service. At the end of the day, the confusion lies with regard to the issue
mandate of the Department of Health while there is to co-ordinate provision for
municipalities, which then argues that provision of primary health care is the
services which, when for example on health issues, people go directly to the
people, is seen as a service delivery instrument. However, the challenge
people, is seen as a service delivery instrument. However, the challenge
certain services. The municipality, on the other hand, being closer to the
deliver, but rather a co-ordinator that makes sure sector departments deliver
clear coordination. The DCGA maintain that they are not a service delivery
both spheres of government claim to do the same function of co-ordinating, but
In the second chapter, literature about IDPs and strategic planning was not being effectively utilized and functions not performed as intended. Relationships of these strategic planning instruments results in the instrumental multiplication. Moreover, a lack of shared understanding on the status and development priorities between the DGLTA and the Atled Nzo district appears there is a lack of a shared focus on planning in terms of key

remains an unattainable vision. Their DP to provincial strategic planning, developmental local government will activities within their area of jurisdiction. Unless municipalities are able to link development plans (IDPs) where municipalities coordinate all developmental development of municipal and local government is the formulation of visions and integrated material needs and improve the quality of their lives. At the heart of community to find sustainable ways to meet their social, economic and which municipalities work with local citizens and organized groups within the come out in this chapter. Developmental local government is a platform with critical considerations of the study. This section highlights critical issues that discuss the statement of the problem, objectives, hypotheses, as well as the first chapter of this study presents an introduction to the study. It also

5.2 Critical Issues

delivery are a dire issue in Alled Nzo. Plans are linked, and if not, could that be the reason why delays in service

central part of this study. The researcher wanted to find out whether these municipalities lack of integrated approaches to service delivery remains the local government and traditional authorities and the Alled Nzo district and integrated development plans. The case study was the Department of

The research deal with the analysis of the linkage between strategic plans

CONCLUSIONS AND RECOMMENDATIONS

CHAPTER FIVE
to be relevant.

of the municipalities IDPs formed the target population because they were found case, only the formulated of DCGTA's strategic plans and the implementers sample, were generalized. A judgmental sampling technique was used; in this Ministry, it is from this population that results obtained by testing the Government and Traditional Affairs (DCTA) and the Allied NZO District Government and Traditional Affairs (DCTA) and the Allied NZO District

The case study of the researcher focuses upon the Department of Local

Issues were considered:

concerning reliability, replication and validity as well as ethical and sensitivity techniques used for the collection and analysis of data. In this issue study, it describes and explains research design, methodology and

Chapter three presented various research methods used to conduct this

operating plans/ action.

Developing good models is an important key to translating strategic plans into planning essential for both provincial and local sphere of government. efficiency. The increasing complexity and demand for services makes resources can be allocated in such a way that goals can be realized. When goals are clearly formulated and plans are unambiguous, tasks and

between plans and actions.

Strategies should be envisued. What should be recognized is the linkage comprehensive plans: a proper, linked and coordinated execution of these strategic plans (strategic plans) for attaining these goals and develop implementation. It is not enough to define government goals, establish programme of planning that can only be useful when it is carefully linked to planning or integrated development planning, it should be an action-oriented

concerns putting plans into action. Whether is departmental strategic measures of the province as a whole. The most important issue, however,

Subsequently, strategic plans should be the IDP to budgets and performance should incorporate the priorities of local sphere of government. Each departmental strategic planning process in the same way that the latter
IDP has failed to incorporate its strategic plans into IDP’s, hence they cannot be accessed or understood by the departmental officials that the IDP has been fully taken as the responsibility of the municipality. It also came out major contribution to the disintegration of the plans. Officials in the department lack coordination in all the capacity support intervention is seen as a lack of coordination in all the capacity support intervention can do.

DLCFTA can do.

A rural development will have to assist in this field in so many ways than because it is agricultural oriented and only the Department of Agriculture and Nature little support can be provided by DLCFTA in Amended Nzo municipality in terms of capacity. The Amended Nzo municipality is rural and agricultural is classified under one branch without consideration of specific municipalities needs are relevant for a specific municipality. Municipalities are needed and are not related to each other. There is a lack of capacity development initiatives that and municipal officials. The chapter highlights critical outcomes as raised by the departmental out. The chapter highlights critical outcomes as raised by the departmental in the fourth chapter are presentation and analysis of the data was carried used to correlate the information in assessing the linkage between DLCFTA and Amended Nzo District municipality, IDP.

Strategic plans and Amended Nzo District municipality IDP.

The choice of using interviews and document analysis was to assist the researcher acquire all the necessary and relevant information from the interviews were structured to promote uniformity to all participants and also ensure clarity to participants on how to answer or participate. The interviews were used to respond to the question. Documentation assisted in that all the plans were used. The choice of using interviews and document analysis was to assist the researcher acquire all the necessary and relevant information from the interviews were structured to promote uniformity to all participants and also ensure clarity to participants on how to answer or participate. The interviews were used to respond to the question. Documentation assisted in that all the plans were used by the researcher. Because of the complexity and the nature of the relationship and the linkage between DLCFTA's strategic plans and the municipalities integrated development plan (IDP) qualitative research methods were used by the researcher with an understanding that a systematic and standardized research approach would yield the much needed results.
Municipalities are both Category C municipalities, they differ so
much the Council District Municipalities and the Allied Nzo Distri-
capabilities over and above the existing categorization. As much
Municipalities should also be re-categorized according to their
managers.

decentralization, senior officials, municipal and other senior
process. It must be composed of DCTA senior officials, sector
plans. A Joint Planning Forum should be established to drive this
performance of the Municipalities in accordance with provincial
IDP so that they can be in a position to assess the annual
DCTA must seek the interest in the council and propose to the
assessments and incorporate them in their Strategic Plans.
information sharing. The DCTA must take all the IDP
municipal IDP. There must be a series of engagements of
the department should make contributions in the formulation of a
based on the critical issues raised by both the DCTA and Allied Nzo
5.3 Recommendations

Traditional Affairs claim that they are not service providers but coordinators.
The Constitution of the Republic of South Africa, 1996 are not necesssary to
The goals and objectives of local government as highlighted in Section 152 of
developing plans that work together.
address 2009-2014 time period. This prescribes a challenge when it comes to
IDPs are working on a 2006-2011 five year plan while DCTA strategic plans
DCTA’s annual performance plan.
findings do not appear anywhere in the DCTA’s annual performance plan.
All other. The Allied Nzo District Municipalities’ IDP assessments
two plans, because they are not planned accordingly; hence they do not even
As it is, there has not been any tool or mechanism to ensure linkage of the
e. The researcher recommends that the DCGTA change to
serve delivery.

F. annually to meet the requirements. Labelled in accordance with
another is developed. These documents should be revised bi-
2014, while the current IDP is left with only two years before
DCGTA strategic plans. The current strategic plan extends to
multicellularity develops its IDP; it will be in accordance with
the researcher recommends that local government elections
must be moved from 2011 to 2014, so that when the
in terms of different times with which these plans are formulated.

d. consultation.

In the middle through continuous dialogue and
coming from the bottom, but these parties should meet
approach, not everything is coming from the top, neither is it all
provides considers what the state needs to address. In this
should raise their concerns to the provincial level, while the
challenges facing multicellularity. In so doing, multicellularity
and programmes it must do so in consultation of the existing
While National Government sets out national priorities, policies
so that they can capacitate the multicellularity in this regard.
annual reports, DCGTA should pick up and analyse these trends
District Multicellularity is always behind in their plans and financial
capacities related and not complaint related. The ability to
only be achieved through capacify assessments which are
has and then address each multicellularity accordingly. This can
therefore take into consideration the capacity of each multicellarity
much in terms of capacity. The DCGTA’s intervention will
The roles played by the Allied NZo District Municipality, leadership, support (financially and otherwise) and assistance to name change should suggest that the department provide be addressed within their area of jurisdiction. The adopted easier to play that role because they know exactly what needs to Allied NZo Municipality is closer to the people: it would be much municipality as they are the custodians of service delivery. The roles, the coordinating part needs to be left in the hands of the


Strategic Planning in the Public Sector: New York: Marcel Dekker.


South Africa (Republic): National IDP guide booklet
2006/11
Integrated Development Plan: Atled Nzo District Municipality: Eastern Cape
Province: Eastern Cape: 2008
Integrated Development Planning Assessment Findings: Atled Nzo District
Municipality: Eastern Cape: 2008/09
Department of Local Government and Traditional Affairs: Policy Speech
Plan: Eastern Cape: 2008/09
Department of Local Government and Traditional Affairs: Annual Performance
Plan: Eastern Cape: 2008/09
Department of Local Government and Traditional Affairs: Strategic Plan:
Eastern Cape: 2007/08
Department of Local Government and Traditional Affairs: Annual Report

Legislations

Learning from the apartheid experience. Million Park: Roulledge.

Todes, A. Harrison, P. & Vennesa, W. 2008. Planning and Transformation...
Thank you,

Your cooperation in this regard will be highly appreciated. The process already indicated will make the necessary appointments with officials who will assist in facilitating the interview. The interview will take 10-15 minutes and therefore permission is requested to degree in Public Administration with the University of Fort Hare. The study is conducted as part of the dissertation for a Masters Municipal Integration Development Planning for effective municipal service delivery. The study is entitled “Alignment of the Eastern Cape Department of Local Government and Traditional Affairs Strategic Plans with Allied District Municipality and University of Fort Hare.” To conduct research in your Department/Municipality, Permission is hereby requested for Student: V.G. Sogoni, Student Number 200507135.

The above matter refers:

SUBJECT: RESEARCH INTERVIEWS
DATE: 15 August 2009
FROM: MS. V.G. SOGONI
Alfred Nzo District Municipality
Department of Local Government and Traditional Affairs

TO: THE OFFICE OF HOD/MUNICIPAL MANAGER

ANNEXURE A: PERMISSION LETTER

ANNEXURES
Your participation will be greatly appreciated.

University of Fort Hare.

This interview guide has been prepared for a research project undertaken to fulfill the requirements of a Master's degree in Public Administration at the University of Fort Hare.

Disclaimer
The researcher will engage the respondents in English.

Communication
The researcher will administer the interview guide based on the direct engagement with respondents.

Process
The researcher will administer the interview guide, during which the researcher will only be present if the information gathered during this research will only be used strictly for academic purposes, hence, your privacy and confidentiality will be guaranteed.

Guidelines
Please note that the information gathered during this research will only be used strictly for academic purposes, hence your privacy and confidentiality will be guaranteed.

Relevant to the subject under study, which is the linkage of both the plans implemented of the municipal IDs, are targeted as they are presumed to be

Respondents
Only those officials who formulate DCLTA’s Strategic Plans and the

Overview
General

Department of Local Government and Traditional Affairs

Annexure B: Interview Guide
Any other issues you would like to raise?

Other

15. What sort of information, if any, do you ever obtain from local government?

14. What mechanisms do you think should be put in place to improve planning in the provincial and local sphere of government?

13. What role, if any, do you think the department should play to ensure linkage between the two plans?

12. Are there any monitoring mechanisms or tools to ensure linkage between the implementation of IDPs?

11. How does the department help multiparty alliances in the formulation and planning?

10. How does the department ensure multiparty alliances deliver according to provincial plans?

9. If not, please furnish with reasons why?

8. If yes, what role do they play?

7. Do multiparty alliances play any role in the formulation of strategic plans?

6. Who is involved in the formulation of strategic plans?

5. What is the relationship between strategic plans and integrated development?

4. How does your department assist in the delivery of services by multiparty alliances?

3. If not, why?

2. If yes, how?

1. In the development of SPs, is the capacity of multiparty alliances considered?
Your participation will be greatly appreciated.

University of Fort Hare.

Due to the requirements of a Masters Degree in Public Administration at the
University of Fort Hare, this interview guide has been prepared for a research project undertaken by

Disclaimer

The researcher will engage the respondents in English.

Communication

The researcher will administer the interview guide based on the direct

Process

be guaranteed.

Confidentiality

used solely for academic purposes, hence your privacy and confidentiality will

be respected. Please note that the information gathered during this research will only be

Guidelines

relevant to the subject under study, which is the linkage of both the plans

Implementation of the municipal IIPs are targeted as they are presumed to be

Only those officials who formulate DCTA's Strategic Plans and the

Responsibles

linked to promote uniform and effective service delivery.

Development Plans should be established. All in all, all these plans should be

strategic plans to execute their mandates, and upon this, the Integrated

Growth and Development Plan. This further informs provincial departments,

All provincial and local government planning is drawn from the Provincial

Overview

Municipal Official is Allied NZO District Municipality

ANNEXURE C: Interview Guide
Any other related issues you would like to raise?

Question

Intergated Development Plans (IDPs)

Strategic Plans of the DGTA's

Who is involved in the formulation of IDPs?

Does your multiplicity play any role in the formulation of the DGTA's Strategic Plans?

4. What is the relationship between the Integrated Development Plan and

3. What is reviewed against?

2. If yes, when last reviewed?

1. Does your multiplicity have an IDP?

Strategic Plans?

9. How does the DGTA ensure or promote a positive relationship between

8. If not, how then do the two plans link together?

7. If yes, what role would that be?

6. Does your multiplicity play any role in the formulation of the DGTA's Strategic Plans?

5. Who is involved in the formulation of IDPs?

7. How does the DGTA help your multiplicity in the formulation and

8. If so, what role do you think the multiplicity should play to ensure linkage

between the two plans?

12. Are there any challenges facing the multiplicity in delivering the SP's

implementation of IDP?

11. Are there any monitoring mechanisms or tools to ensure linkage between

10. How does the DGTA help your multiplicity in the formulation and

SPs and IDPs

9. How does the DGTA help your multiplicity play any role in the formulation of the DGTA's Strategic Plans?

8. If not, how then do the two plans link together?

7. If yes, what role would that be?

6. Does your multiplicity play any role in the formulation of the DGTA's Strategic Plans?

5. Who is involved in the formulation of IDPs?

4. What is the relationship between the Integrated Development Plan and

3. What is reviewed against?

2. If yes, when last reviewed?

1. Does your multiplicity have an IDP?

Question

Intergated Development Plans (IDPs)

Strategic Plans of the DGTA's

Who is involved in the formulation of IDPs?

Does your multiplicity play any role in the formulation of the DGTA's Strategic Plans?

4. What is the relationship between the Integrated Development Plan and

3. What is reviewed against?

2. If yes, when last reviewed?

1. Does your multiplicity have an IDP?
For any enquiry please do contact me.

I thus confirm that the readability of this document is of a high level.


This letter serves to confirm that I, MM Mohlake, as a professional document editing confirmed.

To Whom It May Concern:

31 March 2010

0727

Sovenga

Po Box 544

Annexure D