



**UNIVERSITY OF
KWAZULU-NATAL** TM

**INYUVESI
YAKWAZULU-NATALI**

**AN ASSESSMENT OF INTEGRATED DEVELOPMENT
PLANNING IN MTUBATUBA LOCAL MUNICIPALITY WITH
PARTICULAR REFERENCE TO THE SOMKHELE RURAL
AREA**

**Doli Maria Ngema
Student number: 9604705**

**A dissertation submitted in partial fulfilment of the requirements for the degree
of
Master of Public Administration
College of Law and Management Studies
School of Management, Information Technology and Governance**

Supervisor: Prof. PS Reddy

2022

DECLARATION

I, Doli Maria Ngema, declare that:

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
- (iii) This dissertation does not contain other persons' data, pictures, graphs, or other information, unless specifically acknowledged as being sourced from other persons.
- (iv) This dissertation does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted, then:
 - a) Their words have been re-written, but the general information attributed to them has been referenced.
 - b) Where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
- (v) This dissertation does not contain text, graphics or tables copied and pasted from the internet, unless specifically acknowledged, and the source being detailed in the dissertation and in the references sections.

Signature:

A black rectangular box redacting the signature of the author.

Date: 1 February 2023

ACKNOWLEDGEMENTS

I would like to express my gratitude to Professor PS Reddy, my supervisor, for his time, dedication and supervision throughout the study. I would also like to express my gratitude to Mtubatuba Local Municipality Management for their participation and support in the study and the Human Sciences Research Council for funding my studies. I would also like to express my gratitude to my friend Mlungisi Mthembu for his unwavering support. Lastly, I would like to express my gratitude to my family, especially my husband, Sibongiseni and my children, Asande and Anele Ngema for their continuous encouragement and motivation throughout the research.

ACRONYMS AND ABBREVIATIONS

ANC	African National Congress
COGTA	Cooperative Governance and Traditional Affairs
DDM	District Development Model
DFA	Development Facilitation Act
IDP	Integrated Development Plan
IGR	Intergovernmental Relations
ISRDS	Integrated Sustainable Rural Development Strategy
LED	Local Economic Development
MSA	Municipal Systems Act
MST	Medium Term Strategic Framework
NDP	National Development Plan
OSS	Operation Sukuma Sakhe
PGDS	Provincial Growth and Development Strategy
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SDF	Spatial Development Framework
SD	Sustainable Development
SDG	Sustainable Development Goals
SPLUMA	Spatial Planning and Land Use Management Act
WPLG	White Paper on Local Government

ABSTRACT

This study explored the development and implementation of the Integrated Development Plan (IDP) in the Somkhele rural area, in Mtubatuba Local Municipality.

The study employed the qualitative research approach to collect the necessary data for the study. Secondary data sourced from books, peer-reviewed articles, legislation, policy documents, conference papers, government and municipal reports were used for this study. To acquire data, the researcher used semi-structured interview schedules. Data was collected from two municipal officials, two local councillors, two Headmen (*Izinduna*) and nine community members. Purposive and snowball sampling was used in selecting the study participants. Thematic analysis was used to analyse the data collected.

Particular attention was paid to how IDP programmes and projects were identified, implemented, and managed. The criteria used to decide on important projects, and the factors that aid or delay the effective implementation of the IDPs were assessed. This enabled the study to reveal achievements and shortcomings that are the outcome of the implementation of the IDP in Somkhele under the Mtubatuba Local Municipality. Results from the study corroborate the literature that states that IDPs are essential strategic instruments used to tackle societal, economic, and developmental challenges within municipalities. However, the study results also highlighted inadequate and at times miscommunication between the Municipality and the public about the IDP processes and procedures. Results indicate that the public had very limited roles in determining and implementing significant IDP projects.

The study recommended that the Mtubatuba Local Municipality should strongly implement and conduct IDP and LED relevant projects as well as programmes. This will create employment opportunities and economic development in the area. Mtubatuba Local Municipality should carry out awareness campaigns in local communities to enhance their involvement, knowledge of the IDP and understanding of budgetary processes. Communities who have a thorough awareness of these methods are far more likely to contribute well-informed comments throughout their participation stages.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
ACRONYMS AND ABBREVIATIONS	iv
ABSTRACT.....	v
CHAPTER 1: INTRODUCTION TO THE STUDY	1
1.1 Introduction	1
1.2 Background to the study.....	2
1.3 Narrow Research Problem/Statement of the Problem for the Study.....	3
1.4 Research Questions	4
1.5 Research Objectives	5
1.6 Preliminary Literature Review.....	5
1.6.1 Functions of Local Government	5
1.6.2 The developmental role of Local Government	6
1.6.3 Integrated Development Plan (IDP).....	6
1.6.4 Local Economic Development.....	7
1.7 Theoretical Framework	7
1.8 Significance of the study	8
1.9 Justification for the study	8
1.10 Research Methodology.....	8
1.11 Data Analysis.....	10
1.12 Ethical Considerations.....	10
1.13 Definition of Concepts	11
1.14 Structure of the Dissertation	11
1.15 Conclusion.....	12
CHAPTER 2: LEGISLATIVE AND POLICY FRAMEWORK FOR IDP	13
2.1 Introduction	13

2.2	Local Government Transition Act (No. 209 of 1993).....	13
2.3	The Constitution of the Republic of South Africa of 1996.....	14
2.4	The Development Facilitation Act (Act No. 67 of 1995).....	15
2.5	The White Paper on Local Government of 1998.....	16
2.6	Local Government: Municipal Demarcation Act, 27 of 1998.....	18
2.7	Local Government: Municipal Structure Act, 117 of 1998.....	19
2.8	Local Government: Municipal Systems Act, 32 of 2000.....	21
2.9	Local Government Municipal Planning and Performance Management Regulations (2001).....	22
2.10	Local Government: Municipal Finance Management Act, 56 of 2003.....	22
2.11	Intergovernmental Relations Framework Act (13 of 2005).....	23
2.12	The Spatial Planning and Land Use Management Act, (Act No. 16, 2013).....	24
2.13	The Sustainable Development Goals (SDGs).....	25
2.14	National Development Plan (NDP) Vision 2030.....	25
2.15	Medium-Term Strategic Framework.....	26
2.16	Provincial Growth and Development Strategy (PGDS).....	26
2.17	District Growth and Development Plan.....	27
2.18	District Development Model.....	27
2.19	Challenges in IDP Implementation.....	28
2.20	Conclusion.....	29

CHAPTER 3: THEORETICAL FRAMEWORK, THE IDP PROCESS AND OVERVIEW OF THE MTUBATUBA MUNICIPALITY..... 30

3.1	Introduction.....	30
3.2	Theoretical Framework: Theory of Sustainable Development.....	30
3.3	Integrated Development Planning.....	33
3.4	Significance of the IDP in the Post-Apartheid Era South Africa.....	36
3.5	IDP in the International Context.....	38
3.6	IDP implementation in the Province of KwaZulu-Natal.....	40
3.7	Developmental Local Government.....	41
3.8	IDP as a tool to enhance sustainable development.....	44

3.9	Rural Development and Sustainable Development.....	44
3.10	Local Economic Development and IDP	46
3.11	IDP and public participation.....	48
3.12	Public-Private Partnerships and IDP	52
3.13	Process of developing and aligning the IDP	53
3.13.1	Stages in the IDP Process	54
3.13.2	Stage 0: Pre-Planning	55
3.13.3	Stage 1: Analysis.....	55
3.13.4	Stage 2: Strategies.....	55
3.13.5	Stage 3 Projects.....	56
3.13.6	Stage 4 Integration	56
3.13.7	Stage 5: Approval Process	56
3.14	IDP Planning and Budgeting	57
3.15	Performance Management.....	57
3.16	The Mtubatuba Municipality: An Overview	57
3.16.1	Mtubatuba Local Municipality Key Challenges	59
3.16.2	Population Demographics.....	60
3.16.3	Economic Profile	60
3.16.4	High Unemployment and Crime Rate	62
3.16.5	The level of illiteracy	62
3.16.6	The provision of basic services.....	63
3.17	Conclusion.....	65
CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY.....		66
4.1	Introduction	66
4.2	Research Paradigms/Worldviews	66
4.3	Research Design.....	67
4.4	Research Strategies	69
4.5	Data Collection Methods and Instruments	70
4.6	Study Site	71

4.7	Population and sampling	72
4.7.1	Target population	73
4.7.2	Sampling design, strategies and size	73
4.7.3	Inclusion and exclusion criteria.....	75
4.8	Data Quality Control	76
4.8.1	Credibility of Data.....	76
4.8.2	Confirmability of data.....	76
4.8.3	Dependability of Data.....	77
4.8.4	Transferability of Data.....	77
4.8.5	Measurements	77
4.9	Data analysis.....	78
4.10	Ethical Considerations.....	79
4.11	Limitations of the study.....	79
4.12	Conclusion.....	80
CHAPTER 5: PRESENTATION OF DATA AND ANALYSIS OF FINDINGS.....		81
5.1	Introduction	81
5.2	Presentation of Data	81
5.2.1	Participants according to gender	81
5.2.2	Participants according to race	82
5.2.3	Age group of participants	82
5.2.4	Number of years lived in the area	82
5.2.5	Years of IDP administration experience.....	83
5.2.6	Educational level.....	84
5.3	Summary of findings.....	84
5.4	Presentation of results according to themes.....	85
5.4.1	Developmental Projects implemented by Mtubatuba Local Municipality in Somkhele.....	86
5.4.2	Stakeholders responsible for decision-making on development projects	90
5.4.3	Community participation in IDP implementation	90
5.4.4	Role of Ward Councillors and Committees in IDP implementation	92

5.4.5	IDP implementation successes	94
5.4.6	Factors hindering IDP implementation	96
5.5	Conclusion.....	98
CHAPTER 6: GENERAL CONCLUSIONS AND RECOMMENDATIONS.....		99
6.1	Introduction	99
6.2	Summary of the Chapters	99
6.3	Research Objectives	100
6.3.1	Objective 1: To establish a common understanding and interpretation of the legislative and policy framework for integrated development planning in South Africa.....	101
6.3.2	Objective 2: To evaluate the implementation of the IDP with particular reference to the Somkhele community in Mtubatuba Local Municipality	101
6.3.3	Objective 3: To explore the factors that have facilitated or hindered the development and implementation of the IDP in the Somkhele community.....	101
6.4	Findings of the research objectives	101
6.4.1	Local Municipality legislative mandate.....	101
6.4.2	The implementation of the IDP	103
6.4.3	Factors facilitating or hindering the development and implementation of the IDP.....	104
6.4.4	Recommendations	106
6.4.5	Encourage public participation in the IDP processes	106
6.4.6	Strengthen the role of Ward Councillors and Committees in IDP Implementation	107
6.4.7	District Development Model.....	107
6.4.8	Municipal Funding	108
6.4.9	Training and skills development	108
6.4.10	The commercialisation of the rural economy.....	108
6.4.11	Improve stakeholder relations	109
6.4.12	Women and people living with disabilities	109
6.4.13	Fight against corruption	109
6.4.14	Spatial planning in rural areas.....	109
6.5	Limitations of the Study	110

6.6	Conclusion.....	110
7.	REFERENCES.....	112
	APPENDICES:	129
	Appendix A: Ethical Clearance.....	129
	Appendix B: Informed Consent Letter	130
	Appendix C: Gate Keepers Letter	134
	Appendix D: Certificate of Editing	135
	Appendix E: Community members Interview Guide	136
	Appendix F: Community Leaders Interview Guide	139
	Appendix G Municipal Employee Interview Guide.....	142

LIST OF FIGURES

Figure 1	Pillars of Sustainable Development.....	31
Figure 2	The objectives of Sustainable Development	32
Figure 3	IDP Process	55
Figure 4	Mtubatuba Municipality Organogram	58
Figure 5	Household Employment Status	60
Figure 6	Map of Somkhele	72
Figure 7	Data collection map	75
Figure 8	Research Themes	85
Figure 9	Access Roads during rainy season.....	87
Figure 10	Msizi Gravel Road Project.....	87
Figure 11	Water Crisis	95

LIST OF GRAPHS

Graph	Official IDP Administration Experience.....	84
-------	---	----

LIST OF TABLES

Table 1	Provincial Growth & Development	27
Table 2	Participation Method	51
Table 3	Mtubatuba Municipality Key Challenges	59
Table 4	Distribution of waste removal	64
Table 5	Populations Sample	74
Table 6	Participants according to Gender	81
Table 7	Participants according to Race.....	82
Table 8	Participants per age group	82
Table 9	Participants number of years in the area.....	83

Table 10 Participants Educational Level 84

CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 Introduction

During the apartheid era, development patterns in South Africa were formed along racial lines. During this period, large areas occupied by Black people were underdeveloped. Post-democracy, the failures of these centralized, racialized, top-down development approaches and strategies led to the emergence of new and alternative development patterns focusing on the enhancement of local development. Section 152 of the Constitution of the Republic of South Africa of 1996 and the White Paper on Local Government of 1998 obligate the Local Governments, particularly Local Municipalities to play important roles in promoting social and economic development for their populace (Mashamaite & Lethoko, 2018:116).

The IDP was established in 1996 as a type of decentralization of service delivery from the provincial government to the local government to remedy the past imbalances in South Africa, focusing on addressing high levels of unemployment, poverty, and lack of access to basic services in many local communities (Enaifoghe & Toyin, 2019:106). This was done to align the local government functions and the different spheres of government in a coordinated strategy to enhance the standard of living for all the citizens residing in an area. Integrated Development Planning seeks to respond to the past previous inadequate development and to ensure sustainable development (Kaywood, 2021:53). The responsibility of the local administration in this respect is to promote integration using policies that achieve a balance between societal and economic development as well as the environmental aspects of sustainable growth without adversely impacting the institutional ability necessary in such execution (Manzini, 2016:11).

IDP allows a municipality like Mtubatuba to utilise scarce resources efficiently and effectively while accelerating service provision. It also allows the Ward Councillors to make informed decisions, depending on the urgencies of their people. The essential intention is to fulfil the fundamental requirements of the citizens to ensure that funding for the projects and programs mentioned in the IDP is consistent with the national and provincial structures in addition to ensuring that local people take part in the growth of communities. In the case of the Mtubatuba Local Municipality and the Somkhele area, there is inadequate development of basic services as well as local economic development for sustainable development (Zululand Observer, 2020).

The background of the study is presented in this Chapter, followed by the problem statement. The research questions and research objectives will follow that will help collate information to respond to the problem statement. This Chapter will also cover the preliminary literature review, the study's theoretical framework, the significance of the study, the methodology used by the study, ethical

considerations and the study's limitations. The definition of concepts as well as the structure of the dissertation will also be discussed.

1.2 Background to the study

The Mtubatuba Local Municipality is situated in the extreme Northern part of the Province of KwaZulu-Natal in South Africa with a population of about 202 176 people. An enormous amount of property located in Mtubatuba falls under the traditional areas of jurisdiction which are under the overall control of the Ingoyama Trust. The other areas remain established under municipal preservation or private ownership (Umkhanyakude IDP, 2018).

The Mtubatuba Local Municipality, being a local authority closest to the people, has a legal obligation to provide citizens with vital services and to improve their quality of life. Somkhele is faced with many basic service challenges. Such services directly affect the quality of people's lives. Poor quality of supplied water, poor road infrastructure, and illegal waste sites in the area can lead to harmful and hazardous living standards. This also makes it difficult to attract companies, thereby hindering the possibility of creating employment in the area.

Numerous studies have been undertaken on IDPs since their inception in South Africa. These studies include research undertaken by Mnguni in 2018 whose paper looked at "The role of public participation in facilitating IDP for the improvement of services in uMhlathuze Local Municipality". The study established that there was inadequate communication between the municipality and the community about the procedure of formulating an IDP as well as plans for service delivery. The study also discovered that IDP formulation fails to take guidance from the people but rather is carried out through incentives.

Makalela in 2020 conducted a study on IDP implementation challenges, focusing on service provision at the "Lepelle-Nkumphi Municipality in Limpopo". The research discovered that implementing IDP is crucial for the improvement of service provision and the development of essential infrastructure. The municipality was confronted with various administrative and governance challenges during the implementation phase. These included a lack of funds, unfinished projects and lack of community participation, political interference, as well as officials that could not perform their duties.

According to Munzhedzi (2020:94) most municipalities, mainly those that are rural, lack the political will, expertise, and capacity to design and implement local policies. Munzhedzi (2020) in his findings, also asserts that many municipalities in South Africa are plagued by corruption and mismanagement. Those who break policy frameworks are spared the penalties for their conduct, resulting in a never-ending degradation in municipal policy execution.

These studies were undertaken to explore IDP at the municipal level. If the long-term sustainability parts of design and development are overlooked, the IDP accomplishments will not be properly implemented. Not only do researchers add to the integrated development planning discussion, but they also present answers to generating successful service provision outcomes and better living conditions in society.

These, and many other studies, which are available to the public, that have been undertaken on the IDP, have revealed that limited work has been undertaken on assessing IDP in rural communities and whether it yields any development results for the rural communities in terms of developing local people into becoming self-sufficient citizens of the country.

The Comprehensive Rural Development Programme, launched on 17 August 2009 by the South African President at the time stressed that being born in a rural area does not mean that one must be subjected to a life of misery and underdevelopment. The rural population is also entitled to basic needs (South African Government, 2009) and the researcher is of the opinion that if all citizens of South Africa, including the rural communities, are empowered, the country will experience fewer conditions of government reliance.

While many municipalities need support and advice to build capacity, their functions have been established. The study will thus assess the development and execution of the IDP in the Mtubatuba Local Municipality with a specific reference to the Somkhele rural area. It will focus on the IDP projects and programmes that are implemented by the municipality. It will further explore the role that the municipal officials, ward councillors and committees, Headmen (*Izinduna*) and community members play in IDP as well as concentrate on the various aspects that enable or hamper the execution of the selected projects and programmes in the Mtubatuba Local Municipality. For optimal implementation, the Mtubatuba Local Municipality should integrate IDP programs and projects into the budget, service provision budget, and implementation plan budget.

1.3 Narrow Research Problem/Statement of the Problem for the Study

While there are municipalities that are very successful in implementing their IDPs others are not and are incapable of forming significant organizations that can carry out the constitutional objectives enshrined in Section 153 of the Constitution of South Africa (Mashamaite & Lethoko, 2018:120). However, due to the limited resources on IDP implementation in South African rural local governments, it is difficult to ascertain the successes and challenges of these rural local governments. Most of the literature on IDP implementation in South Africa has largely focused on urban Municipalities. This leaves a huge gap in both theory and practice on the implementation of IDPs in rural Municipalities. It is against this backdrop that this study explores the implementation of the IDP in Somkhele rural area, in Mtubatuba focusing on developmental obligations, the provision of its services, and its capacity as a

Municipality. Back-to-Basics Concept Document (2014:3-4), claims that throughout the past ten years of developmental local government in South Africa, communities' development strategies have improved. The IDPs have been adopted by most municipalities including rural in order to comply with the law, but their effects have not received much attention. Despite enormous infrastructure spending in the Mtubatuba Local Municipality, particularly in the areas of roads, power, and water, as noted in the IPD records, the region's economy has not grown. To this purpose, the municipality continues to rely heavily on government funding to fund essential services for the locals (Mtubatuba IDP 2018). This suggests that the revenue stream, a resource that is essential for sustainability, has not increased for the infrastructure investment programs that have been executed by the municipality in accordance with the adopted IDPs. The execution of the IDP should lead to an improvement in the socioeconomic standing of Mtubatuba Local Municipality, particularly the Somkhele area, as well as enhanced, continuous access to services in the rural areas.

The population of Somkhele is constituted of approximately 180 000 people (Mtubatuba IDP, 2018). Somkhele is a rural community characterised by large residential areas, with very minimal economic and mining activities. It has high rates of unemployment, Human Immunodeficiency Virus (HIV), and low levels of service delivery characterised by water shortages, poor electrical connections, and poor sewage as well as sanitation systems (Mtubatuba IDP, 2016).

Continued service delivery protests and civil unrest that affect Local Governments across KwaZulu-Natal as well across the country, demand prodigious thought and concentrated efforts. These must be informed and supported by constitutional obligations that are focused on the local sphere of administration. This must be executed by the state and local administrations. In this regard, Local Municipalities have thus far undoubtedly revealed colossal deficiencies (Ngcamu, 2019:1).

1.4 Research Questions

This research assesses Integrated Development Planning in the Mtubatuba Local Municipality, looking specifically at Somkhele rural area.

Research questions are the foundation of any investigation (Goldschmidt & Matthews, 2022:2). Study subjects are associated with the issues that are submitted and the goals to be achieved in this research.

The study's research questions are:

- What is the legislative and policy framework for integrated development planning in South Africa and Kwazulu-Natal in particular?
- How does the Mtubatuba Local Municipality implement IDP projects for the Somkhele community?

- What are the various factors that facilitate or hinder IDP implementation in the Somkhele community?

1.5 Research Objectives

Study objectives are more accurate and are directly linked to the study subject (Grove, Gray, Burns 2014:160).

The research objectives of the study are to:

- Establish a common understanding and interpretation of the legislative and policy framework for integrated development planning in South Africa.
- Evaluate the implementation of the IDP with particular reference to the Somkhele community in Mtubatuba Local Municipality.
- Explore the factors that have facilitated or hindered IDP implementation in Somkhele community, Mtubatuba Local Municipality.

1.6 Preliminary Literature Review

The purpose of a literature review is to provide an overview of the sources used while investigating a certain topic and demonstrate to your audience how your findings relate to a bigger subject of inquiry (Bell & Waters, 2018:125).

Literature analysis helps to improve and strengthen the in-depth knowledge foundation on the subject and assists to assess the conclusions within the framework of the current body of knowledge (Kumar 2018:71).

This research concentrated on literature analysis (to improve and strengthen the information base in the subject area) performed by different investigators via books, journal articles, magazines, newspapers as well as other sources regarding the municipal IDP. The policy papers of the government, such as the Republic of South Africa Constitution, 1996, Local Government Municipal Systems Act, 32 of 2000, and the Local Government White Paper (1998) are among the policy documents that were consulted.

1.6.1 Functions of Local Government

The South African Constitution of 1996 mandates the local sphere of government to guarantee the long-term provision of essential services, support societal and financial growth, promote a healthy and safe atmosphere, meet the community's most pressing needs, and promote public involvement. To meet the developmental role of the local government, IDPs were introduced as a tactical planning tool to stimulate sustainability (Fourie & Van der Waldt, 2021:1-2).

As stated by Makoti & Odeku (2018:69), local government is entrusted with the following wide-ranging powers and responsibilities:

- The right to govern the affairs of the municipality mandated by the 1996 Constitution;
- The power to manage by-laws for efficient management of issues entrusted to them, for example, to enforce rates and taxes;
- They may create and or endorse policies, programs and growth objectives, as well as comply with state and municipal laws as allocated in the Local Government: Municipal Systems Act, (MSA), 2000; and
- It must perform its functions with executive and legislative capacity.

Despite the fact that local governments have the authority to deliver and control their resources, most municipalities are having difficulties meeting their constitutional goals (Makale, 2015:4). Due to the difficulties in providing services, local governments like Mtubatuba Local Municipality are unable to maintain service delivery and fill in the gaps that communities encounter. Scholars, including Marcus (2014:1), have argued that development improved in urban regions while backlogs in rural areas were resolved slowly or disregarded in some circumstances, resulting in recent protests in rural areas (Marcus:2014:1)

1.6.2 The developmental role of Local Government

Developmental local government is commonly known as the local government that is dedicated to the involvement of individuals and groups in the community to discover workable solutions to satisfy their societal, financial, and economic requirements and enhance the value of their everyday lives (White Paper on Local Government of 1998).

1.6.3 Integrated Development Plan (IDP)

According to Mathane (2013:46), the Local Government Transition Second Amendment Act, 1996 and the WPLG, 1998 were passed in South Africa to encourage developmental local government. That means that following each municipal election, the new municipal council must either adopt the current IDP or draft a new IDP that includes the current goals.

The municipal council's long-term goal for the municipality's improvement should be reflected in the IDPs, with a focus on critical development and change internally. As a result, the IDP is a tactical planning instrument that directs and advises all planning, budgeting, governance, and decision-making activities in a municipality (Ndou, 2019:7).

Khawula (2016:22) states that although much progress has been made since 2002, various service provision strikes have taken place since 2004 in which local people were insisting on efficient service provision. As a consequence of these protests against service delivery, the former Department of Provincial and Local Government (DPLG) carried out an evaluation of the IDP procedure in 2006. While practically all municipalities presented and adopted their IDPs, the execution of those IDPs is still a problem, according to the findings of this evaluation.

Rural municipalities, in comparison to major cities and district municipalities, struggle to collect money due to the nature of local governance (Makale, 2015:4). Implementing the IDP in rural communities has been hindered by implementation issues within rural municipalities; looking for inventive methods to handle complications in a rural setting to avoid diverting funding to cities (Maake, 2016:160). Rural communities are also more prone to insufficient service delivery due to poverty and social marginalization (Bertolini, 2019:2).

By addressing service bottlenecks and deprivation, the IDP should help to secure the long-term development of both urban and rural populations.

1.6.4 Local Economic Development

LED was adopted in South Africa after 1994 as a strategy to deal with the inequality of the past including poverty, joblessness, and poor socio-economic conditions. Various policies were introduced to counteract the obstacles posed by the apartheid administration (Nxumalo & Naidoo, 2018:1).

The White Paper on Local Government of 1998 stipulates that the local authority is mainly accountable for developmental local government. This makes it imperative for municipalities to be dedicated to involving the local people in the search for long-term solutions to address their societal, financial, and substantive requirements, and to enhance the overall welfare of the local people. The White Paper on Local Government of 1998, additionally declares that the local authority is not entirely accountable for job creation but is in charge of establishing a conducive environment within the municipal area. An environment that is favourable to boost the local economy, societal circumstances and offer employment possibilities (White Paper on Local Government, 1998).

In rural areas, there is inadequate access to basic services, particularly housing, electricity, water and sanitation. In communities, this poses major challenges in terms of the well-being of people and compromises social and economic development (Mabizela & Matshiliza, 2020:3).

The value of LED is recognized in this study as being important in creating job opportunities, reducing poverty inequality, and improving people's lives.

1.7 Theoretical Framework

The theoretical framework provides a basis upon which expertise is built for a study. It consists of concepts that assist as a support and a structure for the justification of the research, the statement of the issue, the goals and objectives, the significance of the research as well as the research questions (Adom et al., 2018:439). The theoretical framework provides a foundation, or a pillar, for the literature review, and most critically, the data instruments design, data collection, and capturing methods as well as the analysis (Imenda, 2014:187). The theory of sustainable development is adopted as the study's theoretical framework. The theory is based on development that meets the present needs without

compromising the ability of the future generation to meet their own needs. This theory was carefully chosen to address rural development to enhance existing and future societal, economic, and environmental conditions, of people who live in rural areas. This implies the use of the available local government resources to make a positive impact on people's lives without compromising their future.

1.8 Significance of the study

The study probes the implementation of the IDP in the Mtubatuba Local Municipality as well as the result in the Somkhele community. The research contributes to the knowledge base as it focuses particularly on the implementation of IDPs in rural communities. It also demonstrates the yawning gap that still exists due to the lack of sustainable local economic growth.

The key challenges identified in the National Development Plan are evident in Somkhele and as such, the approach of looking at the IDP implementation seeks to develop strategies to tackle these challenges. IDPs are the most significant methods accessible to the administration to change the underlying disparities in formerly divided and underprivileged citizens. The IDP is, therefore, the most important method available to improve societies today (Musitha, 2016:28).

1.9 Justification for the study

This study is justified by its provision of knowledge on the IDP implementation and how it is influenced by public participation in this community. Local municipalities have struggled to handle the implementation of IDP and to provide services to their communities. In certain areas, the process of developing and implementing the IDPs does not lead to viable services, especially in rural areas (Maake, 2016:160). Given the above perspective, this research investigates the difficulties faced by the Mtubatuba Local Municipality in the development and execution of IDP in the Somkhele community. The specific goals are to identify obstacles in the execution of the IDP and to provide a tactical intervention to improve the delivery of municipal services.

While IDPs are usually implemented at a local government level and a number of policies have been developed in South Africa to improve service provision, real execution has proven to be a difficult task along with weak results when it comes down to enhancing rural people's situations (Macanda, 2014:4). According to the researcher's knowledge, very few studies have focused on IDP implementation at a rural community level to date. This oversight has led to limited knowledge of rural development projects and how IDP projects are executed to assist the rural needy.

1.10 Research Methodology

The research paradigms/worldviews, research approach, research design, data collection methods, sampling, and data quality control are all examined in greater depth in Chapter 4 of the study.

1.10.1 Research Paradigms

The most extensively employed research paradigms, according to Creswell & Creswell (2018:6), are positivism, constructivism or interpretivism and pragmatism.

1.10.2 Research Approach

The three types of research approaches are qualitative, quantitative and mixed methods. Qualitative research is a way of examining and comprehending why people and groups connect themselves with a social or human issue. Quantitative research is a method for exploring theories through the utilisation of variables and how they relate. They are measured with instruments to acquire and analyse numerical data. A mixed methods approach combines qualitative and quantitative components (Creswell & Creswell, 2018:3-4).

1.10.3 Research Design

The study used a transformative qualitative exploratory research design. Qualitative research was utilized to obtain insight into the feelings and thoughts of the communities which might provide the foundation for potential qualitative research in the future. A qualitative approach was utilised because the study considered the views, emotions and experiences of the participants regarding IDP. The information from study participants was gathered in the form of interviews. The study drew on both primary and secondary data sources.

1.10.4 Data collection and instruments

Semi-structured interviews were identified as applicable to this qualitative study. According to Leedy & Ormrod (2019:281), interviews can generate a lot of important information about thoughts, intentions, current and former behaviours, standards relating to behaviour, and also deliberate reasons behind the acts or emotions.

The study utilised interviews as the primary means to collect data from a sample of individuals using a range of pre-set questions. Interviews were documented using a notebook and an audio recorder. The data from the interviews was used to extract themes. In this study, interview schedules were among the tools used to gather key information. The information-gathering tools were constructed in English, along with open-ended questions. The interviewer used interview guides setting out the key questions to focus on subjects to be covered throughout the interview.

1.10.5 Population and sampling of the study

The research was carried out in the Somkhele community which is under the Mtubatuba Local Municipality. Somkhele is made up of seven villages (Myeki, Mahujini, Ntandabantu, Esiyembeni, Machibini, Ugengele and Dubelenkunzi).

Non-probability sampling was the strategy used for the research. The technique that was used was purposive sampling. Participants for the study were drawn from the Mtubatuba Local Municipality, Somkhele community, Ward Councillors, Ward Committees, and traditional authority representatives. The study also utilised snowball sampling. The sample for this study consisted of nine adults from Somkhele village between 18 and 60 years who have been residents of the area for more than 5 years. The participants were drawn from the community-based structures. The sample also included two Mtubatuba Local Municipality Officials, the IDP Manager, and the IDP Officer, two Local Councillors and two Headmen (Izinduna) from the Mpukunyoni Traditional Authority. The composition of the targeted sample had to mirror the people that were crucial in answering the research questions. The sample size of the study was fifteen participants.

1.11 Data Analysis

The study aimed to assess the implementation of IDP in the Somkhele rural area which is under Mtubatuba Local Municipality.

The data collected from interviews and secondary sources such as municipal reports, journal articles, books and newspaper reports were analysed to establish how the Mtubatuba Local Municipality utilises and implements IDP in the area. All of the data was examined using thematic analysis. Thematic analysis is a qualitative data analysis process that involves examining a data set for repeating patterns, evaluating them, and reporting them. It is a technique for describing data, but it also entails interpreting the codes chosen and producing themes (Kiger & Varpio, 2020:2). Chapters 5 and 6 will provide the findings and the possible ways to improve IDP implementation.

1.12 Ethical Considerations

Ethical considerations for this study include:

- Study permission: A letter addressed to the Municipal Manager was written requesting permission to carry out this research at the Mtubatuba Local Municipality.
- Consent form: The research participants were notified of the aims and objectives of the study and their consent was received before conducting the interviews.
- Purpose: To gain cooperation from study participants during interviewing so that they can grant informed consent.
- Confidentiality: The researcher assured the study participants of the anonymity of their responses as well as their real names during the interviews.
- Results: All interested parties will have access to the results.

1.13 Definition of Concepts

“**Integrated Development Plan (IDP)** is a method by which municipalities formulate a five-year tactical development proposal”. It is a primary strategic organizing tool that directs and advises all preparation, managing, financing, development, and execution measures undertaken in a local area (Makalela, 2017:10).

“**Local Economic Development (LED)** refers to the changes that increase a local economy’s capacity to create wealth for the local residents using human, financial and physical resources” (Masuku, Jili & Selepe, 2016:2).

“**Sustainable Development** is development that meets the needs of the current generation without compromising the ability of future generations to meet their own needs” (Mensah, 2019:6).

1.14 Structure of the Dissertation

This dissertation is divided into six chapters:

Chapter One: Introduction to the study: This chapter provides a summary of the study, including the background, problem statement, research questions, research objectives, as well as a review of the literature. The theoretical framework used in the study; the importance of the research will also be discussed. The justification, rationale and research methodology, ethical considerations, and the definition of concepts will also be discussed in the chapter. The conclusion of this chapter will provide the dissertation structure.

Chapter Two: The various regulatory and policy frameworks that guide the IDP in South Africa will be discussed in this chapter. It also covers crucial provisions in the statute to create a good understanding of IDP.

Chapter Three: The chapter discusses the theoretical framework, and the IDP process and gives an overview of the Mtubatuba Local Municipality.

Chapter Four: This chapter describes the research technique utilised by the study to conduct the research, as well as the area of study, population, sampling procedure and method, data quality control, data analysis methods, ethical considerations, and study constraints.

Chapter Five: The study’s research findings, including data analysis and interpretation, are summarized in this chapter.

Chapter Six: This chapter concludes with a summary of the findings, study recommendations, and proposals for further research on how IDP might be successfully implemented to ensure enhanced quality of life and sustainable economic resources for the community.

1.15 Conclusion

The context for the study was set in this chapter, and the challenges that arose from the research problem were identified. The chapter looked at how the Mtubatuba Local Municipality was utilising the IDP to improve the lives of the people of Somkhele. Service delivery issues and a lack of employment possibilities remain a problem that must be addressed. The rural communities of the Mtubatuba Local Municipality might be appreciating democracy when it comes to ending the apartheid laws but providing public services at local government is still a challenge that requires improvement and attention. A conclusion could be reached to ascertain if the municipality is in a position to implement constitutional mandates and if the community is satisfied with the set of circumstances.

The legislative and policy framework for IDP will be discussed in the following Chapter.

CHAPTER 2: LEGISLATIVE AND POLICY FRAMEWORK FOR IDP

2.1 Introduction

There are various policies, legislation, and guidelines that have been formulated by the national government that inform the Integrated Development Plan. This chapter examines the various policies and legislations that regulate Integrated Development Planning in South African municipalities. For the study, only certain legislations relevant to Integrated Development Planning are discussed, and these include:

The Local Government Transition Act (LGTA, 1993), the Constitution of the Republic of South Africa (1996); as amended in 1998; The Development Facilitation Act (DFA, 1995); The White Paper on Local Government of 1998); Local Government: Municipal Demarcation Act, 27 of 1998; The Local Government Municipal Structures Act (1998); Local Government: Municipal Systems Act, 32 of 2000; Local Government: Municipal Finance Management Act, 56 of 2003; Inter-Governmental Relations Framework Act (13 of 2005; The Spatial Planning and Land Use Management Act, (Act No. 16, 2013) and the District Development Model.

The Mtubatuba Local Municipality's IDP is also guided by global, national, provincial, and district policy frameworks. Among these are Sustainable Development Goals, National Development Plan; Medium-Term Strategic Framework, Provincial Growth and Development Strategy; District Growth and Development Plan (Mtubatuba IDP, 2016/17: Online).

2.2 Local Government Transition Act (No. 209 of 1993)

This Act is one of the regulations which pioneered developmental local government and promoted integrated development planning in South African local government. It encourages Integrated development planning that develops a suitable platform to execute and speed up developmental local government (Adonis, 2018:266). Integrated development planning began in 1995 as an instrument to provide support for synchronized preparation and service provision by government ministries (Hofstetter et al., 2020: 847).

In 1996, integrated development planning accountability was centred on the regional sphere of authority. The implementation of integrated development plans by the South African municipalities turned into a statutory requirement in November 1996 as an outcome of the passing of the Local Government Transition Act (No. 209 of 1993). This law was put into effect to assist and steer local governments forward in achieving their IDP obligation. Though it offered no comprehensive details about how the local councils were going to execute their responsibilities, these matters were dealt with in the Local Government White Paper which was announced in 1998. The Act argues that the local authority, by the implementation of IDPs, should focus on important challenges confronting their direct

areas. The Local Government Transition Act, of 1993 goes on to further state that local authorities must be open to assessment by affected citizens and other interested parties inside their municipal authority. Furthermore, the Act recognizes that municipal transitional policies facilitate financial growth and job creation (RSA, Local Government Transition Act, 1993).

2.3 The Constitution of the Republic of South Africa of 1996

One of the landmark achievements of the democratic government of South Africa was the launch of the country's new Constitution in 1996. It led to the enactment of new parliamentary and policy structures introducing the three spheres of government namely, local, provincial, and national governments. These three arms of government are different in their roles and the services they provide but they are interrelated and interdependent (Matebese-Notshulwana, 2019:93).

In the decentralisation of service delivery, the local government has the responsibility of fighting poverty and inequality while promoting development at the local level (Khambule, 2021:31). This is emphasised in the Reconstruction and Development Programme (RDP), a document that states, "the democratic government will reduce the burden of implementation which falls upon its shoulders through the appropriate allocation of powers and responsibilities to lower levels of government, and through the active involvement of organisations of civil society" (African National Congress, 1994).

Following the approval of the Constitution of the Republic of South Africa (1996), it was founded on the notion of equal opportunity and a democratic state for all. In this respect, it superseded every law that did not encourage fairness between the members of the public. The Constitution of the Republic of South Africa (1996) supports the same treatment of individuals regardless of colour, creed and religion. According to Section 9 of the Constitution of the Republic of South Africa (1996), everyone is equal before the law and has the right to equal protection and benefit of the law. Therefore, everybody is eligible for essential services under the conditions specified in the law (RSA Constitution, 1996).

Post-democracy, the local government was provided with more independence, and its roles and responsibility were derived from the Constitution to ensure that it improves the lives of the previously disadvantaged population. Section 152 of the Constitution states that:

The objects of local government are to:

- provide a democratic and accountable government for local communities;
- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development;
- promote a safe and healthy environment; and
- encourage the involvement of communities and community organisations in matters of local government.

From inside its fiscal and administrative capabilities, a municipality should try to accomplish the items laid down in subsection (1).

Section 153 of the Constitution of the Republic of South Africa (1996) additionally specifies that “a municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community” (RSA Constitution, 1996). The primary goal for municipalities is to assume complete responsibility for arranging the delivery of essential services through management structures. This, therefore, means that national and provincial administration shall not be held accountable for the governmental operations within the jurisdiction of the local government.

For municipalities to be successful in accomplishing the statutory obligation, it is required that a budget be drawn up and complemented with an appropriate plan. The aim is to guarantee the delivery of essential demands such as water, power, sanitation, and roads to the local people, to foster economic and social progress. In accomplishing all the aforementioned, municipalities are going to enhance the developmental responsibilities outlined by the Constitution of the Republic of South Africa. This means that Section 153 of the Constitution provides for an integrated strategy for ensuring people’s development (RSA Constitution, 1996).

2.4 The Development Facilitation Act (Act No. 67 of 1995)

The Development Facilitation Act (DFA) has reinforced the reorganization of metropolitan towns and planning in South Africa. The objective of the DFA has existed to accelerate plans related to land expansion and to encourage effective and comprehensive land growth. It is geared toward completing the Reconstruction and Development Planning Programme (RDP) while simultaneously also working to replace the RDP.

According to Makalela (2017:14) the Development Facilitation Act, 67 of 1995, (DFA) establishes the standards which will steer forward all the rulings about local development. Integrated land development is there to promote IDP programmes to help ease abject deprivation through the application of a strategy for sustainable development. In collaboration with the Development Facilitation Act, 67 of 1995, the National Development Agency Act, 108 of 1998 founded the National Development Agency which is geared toward awarding financial resources for plans and programmes that meet the development requirements of the impoverished areas (Makalela, 2017:14). Thus, Chapter 1 of the Development Facilitation Act, 67 of 1995, supports and encourages sustainable growth that is based on the country’s financial, organizational, and management capabilities, creates sustainable areas, fulfils the essential needs of all nationals inexpensively, preserves the environment, and is responsible for ensuring safe and secure use of land.

The Development Facilitation Act, 67 of 1995 asserts that an IDP should guarantee suitable coordination as well as the unification of growth. IDPs are significant tools that are accessible to the government to redress fundamental disparities in South Africa's formerly split culture. Additionally, the IDP procedure is one of the main methods of improving society through the advancement of public participation in its assessments and planning stages. This procedure, a statutory prerequisite of local government, is preparing civil servants and officials for compliance with the obligation of integrated planning and management (Local Government: Municipal Systems Act No. 32 of 2000).

2.5 The White Paper on Local Government of 1998

The White Paper on Local Government determines the foundation for a developing local authority and portrays it as a structure that is dedicated to managing together with people, organizations, and the local public to build viable social habitation which offers the respectable value of living to satisfy the societal, financial and physical requests of the people in a comprehensive manner (Fourie & Van der Waldt, 2021:2).

Four important features of local government are highlighted in The White Paper on Local Government as listed below.

The first important feature is boosting societal growth and economic development. The White Paper on Local Government (1998:46) claims that local government has a good effect on the economy of the area because it provides jobs to several people, collects rates and taxes through the municipalities, it decides the cost of the services offered as well as the quality of public facilities, and additionally they set the plan for local political affairs. The claim that is made above evidently reinforces the crucial significance of the integrated strategy, because the local government is not merely worried about one part of its directive, but it will have to manage each scenario that occurs in a local area. This is to be accomplished by satisfying the prerequisite of the Constitution of the Republic of South Africa (1996). It is also worth noting under the important features, the White Paper on Local Government (1998:47) recognizes that local government is not directly responsible for creating jobs, but rather responsible for the creation of conditions for job creation. That means when no openings are established inside a local area, what should be of huge concern is the part played by other societal allies as well as whether circumstances do occur for creating jobs, instead of assigning the responsibility solely to local government.

As specified by the White Paper on Local Government (1998:47), the second most significant feature of local government is integrating and coordinating. The local authorities must make certain that everything responsible for the success of the shared objectives works cohesively. IDPs as well as the need for coordination and integration constitute the facets that are described in the White Paper on Local Government (1998:47). These characteristics aim to promote municipalities to work in partnership with

other interested parties, for example, the national and provincial government, labour unions, private institutions, and society, to expand the scarce resources at the disposal of different institutes. These dimensions illustrate the significance of coordinating an integrated social settlement that will better the lives of people.

Democratising development, empowering and redistribution is the third feature which is also outlined in the White Paper on Local Government (1998:48). Municipal councils must foster the participation of people in deciding on the municipality's programs, using the resourceful power of the people, and involving the marginalized groups in community development initiatives. This makes it imperative for a municipal council to engage communities regarding issues that involve the citizens within their authority. Furthermore, the White Paper on Local Government (1998:49) endorses an inclusive involvement method in which every member of the society is listened to or is granted a chance to depict issues of concern.

The White Paper on Local Government also warns about the blockage of service provision. The participatory process must not impede development, and no interest groups should be permitted to 'capture' the development process. Whilst everybody has the right to take part in the matters of the local community, that opportunity should not be used to impede the programmes for development. For instance, the concerns of a small group of individuals concerning the site of the building of a public clinic should not be allowed to disrupt the advancement of such a project. Consequently, the municipality should take steps to ensure that such occurrences do not take place (White Paper on Local Government, 1998).

The fourth feature specified by the White Paper on Local Government (1998:51) is leading as well as learning. The focus in this respect is on the necessity for excellent and harmonious relationships with local people. This will only occur if there is sufficient ability. Consequently, there is also a requirement to develop the abilities of the local people so that they can understand the role that local authorities play, to ensure that there may also be an appropriate integration of thoughts. Municipalities should also prepare to play a strategic role, in contrast, to roles performed earlier. Therefore, it is essential for education to be taken into consideration, to develop suitable management expertise among the local community members in addition to the municipal council.

The White Paper on Local Government (1998) asserts that the onus of the regional sphere of management is to create regional democracy as it enables people to have constant feedback on local political affairs. The White Paper on Local Government directs local governments to work with residents to identify long-term solutions to respond to the demands of their communities and enhance the standard of living. The White Paper on Local Government also declares that the IDP is needed to adhere to and create general standards that take care of IDP like a method of tactical, medium-term

forecasting supporting a several-sector-based attitude towards development (White Paper on Local Government, 1998).

Therefore, the Mtubatuba Local Municipality is expected to enlist the help of the general public, businesses, and civic organizations in the development of its IDP. The municipality is also expected to encourage public involvement in its administration. This is accomplished by establishing ways and possibilities for the community to take part in the local policy development structures and develop an IDP that will be aligned to the 3-to-5-year budget.

2.6 Local Government: Municipal Demarcation Act, 27 of 1998

The South African government's reason for endorsing the Local Government: Municipal Demarcation Act, 27 of 1998 was mainly motivated by the necessity to make provision for benchmarks and the methods for determining municipal borders by an autonomous body and to make provision for issues that are connected to the present regulation. The Local Government: Municipal Demarcation Act, 27 of 1998 puts out transparent statutory requirements that provide assistance or improve the requirement for the growth of integrated development plans by municipalities (Municipal Demarcation Act, 1998).

Section 25 (a) of Local Government: Municipal Demarcation Act, 27 of 1998 asserts that "in order to attain the objectives set out in Section 24, the Board must when determining a municipal boundary, take into account the interdependence of people, communities and economics as indicated by existing and expected patterns of human settlement and migration, employment, commuting and dominant transport movements, spending, the use of amenities, recreational facilities and infrastructure and commercial and individual linkages". This meant that the borders to be defined should be considered settlement arrangements, provided the historic past, the question of job opportunities, the ability to access transportation as well as the accessibility of public services to encourage sustainable people. Moreover, Section 25 (b) of the Local Government: Municipal Demarcation Act, 27 of 1998 also needs the Board to take into consideration the necessity for unified, and undivided regions, plus municipal regions (Municipal Demarcation Act, 1998).

The disintegration that is mentioned occurred because of the separate policy for development that was shaped by the Group Areas Act of 1950. With reference to the Group Areas Act of 1950, the Natives Administration Act of 1927, and the Bantu Authorities Act of 1951, certain areas were assigned for white citizens only and other areas for black citizens. In the same models, there was also added disintegration since there were Bantustan regions that were based on ethnicity, namely areas designed for only Zulu, Venda, Sotho, and Tsonga speaking citizens. This implied that the Sotho-speaking citizens could not reside in an area where Zulu-speaking citizens lived, because the policies that existed did not allow for that to happen. Consequently, integration was not an option, thus the launch of the

Local Government: Municipal Demarcation Act, 27 of 1998 to help in defeating those circumstances and stating that certain spaces should be used (Mokgopo, 2020:122).

The Local Government Municipal Demarcation Act was responsible for redesigning municipal borders to strike an equilibrium between economic sustainability and representation by making each municipality small to develop a sense of community and stimulate community participation in decision-making (Municipal Demarcation Act, 1998). The subsequent effect of the boundary demarcation process is that the borders of current smaller towns have been extended to incorporate nearby rural communities. An important consideration of the demarcation procedure emphasized in the White Paper on Local Government has been to accomplish a certain degree of rearrangement among the (fairly) wealthy metropolitan cities, and the destitute rural communities' areas as well as decrease the overall number of municipalities by getting less, bigger municipal councils. It also highlights the practical and economic ties that exist under the same political and democratic structure between small towns and neighbouring rural areas (Siddle & Koelble, 2016:11).

The demarcation process was a political process, aimed at defeating the legacies of the apartheid regime planning and the associated ethnically biased allocation of resources (Adjei et al., 2017:304). Ntliziywana, 2017:27) stated that the new democratically chosen government of South Africa was required to change the local government structure to suit the needs of a non-racial society that had been divided by the previous administration's apartheid strategy. Consequently, a whole new system was set up to ensure compliance with statutory regulations. The entire structure was changed and substituted with a new structure that is constantly being studied and revised, municipalities have been set up and defined in a manner that includes the whole geographic region of the Republic of South Africa, not only the metropolitan regions.

2.7 Local Government: Municipal Structure Act, 117 of 1998

The Local Government: Municipal Structures Act 117 of 1998 was endorsed to stipulate the formation of municipalities under the provisions regarding classifications and categories of the municipality and provides for a suitable separation of roles and responsibilities among the types of municipalities.

The Act also aims to regulate municipal procedures, institutions, and authorities on a domestic level. Section 30 (5) of the Act entails the presentation of a report and recommendations in relation to the authorization of the Integrated Development Plan (IDP) for the municipality, along with any modifications by the executive committee. Section 44 (2) of the Act provides that the Executive Committee to make suggestions to the City Council on plans, programs, and public services to respond to the highest priority requirements of the local area (Mathebula & Chauke, 2019:291).

The Local Government: Municipal Structures Act defines how municipalities are supposed to be designed and then sets the goals and intentions of such arrangements. It specifies that every year the

municipality must assess the needs of the local population as well as its needs and answer to these needs (Municipal Structures Act, 1998). The Local Government: Municipal Structures Act specifies the role of district municipalities with the duty of coordinating integrated development planning in their respective districts to encourage and direct local municipalities to ensure that the municipalities at the local level are developing their IDPs and that the local and district municipality's IDP's are aligned to ensure that interlocal management with connections to provincial and national departments exists (Municipal Structure Act,1998). The Act bestows district municipalities with the responsibility of providing help and coordination to municipalities at the local level, as well as making sure that their IDPs are in line with one another.

A district municipality is required by the Local Government: Municipal Structures Act, 117 of 1998, Section 83 (3) (a), (b), and (d), to work toward the area's comprehensive, equitable, and sustainable social and economic development. This is achieved by guaranteeing integrated development planning for the entire district, which leads to the advancement of major infrastructural growth and service (Local Government: Municipal Structures Act, 1998).

The Local Government Municipal Structures Act (1998) incorporates ward committees that offer an important connection between ward councillors, the municipality and the local community. This is anticipated to lead to a scenario where local people have an impact on the planning in a way that would best accommodate the needs of the community (Masiya, 2019: 44). The Local Government: Municipal Structures Act specifies that municipalities that are permitted to form ward committees may set up these committees (Local Government: Municipal Structure Act, 1998). These ward committees were created in municipalities as the public structure to perform a crucial part in connecting and providing information to the municipalities concerning the requirements, objectives, possibilities, and challenges of the people (Mgwebi, 2014). While it is not compulsory, ward committees are set up in more than 80% of the areas in South Africa (Sekgala, 2016:3).

Subsection 3 of the Municipal Structures Act, (Act 117 of 1998) provides for the Mtubatuba Local Municipality to create structures to seek advice from the local communities and civic organizations in carrying out its duties and using its authority. Equally, this will allow the advancement of fair allocation of resources among the local municipalities in the local area of authority to guarantee suitable amounts of public facilities. Within this framework, the statute places much focus on the necessity to have IDPs which will assist in managing the restricted reserves to open the development opportunities.

The Local Government: Municipal Structures Act (Act 117 of 1998) specifies that each year the committee of the municipality should examine the specific requirements of the local communities and the urgencies identified to respond to these needs. This Act expects the Mtubatuba Municipal Council to evaluate IDP goals and priorities yearly through talks with key stakeholders and members of the

community. The Mtubatuba Local Municipality is also expected to include public representatives to establish structures on how to execute the IDP.

2.8 Local Government: Municipal Systems Act, 32 of 2000

The Local Government: Municipal Systems Act, 32 of 2000 is the main statute that can give clear direction regarding the development procedures of the IDP. It claims that a municipality is expected to form an agenda for public administration that balances the designated representatives from the government with a framework of an engaged democratic system (Local Government: Municipal Systems Act, 2000).

The Local Government: Municipal System Act No. 32 of 2000 formed a developmental local government system by promoting the creation and implementation of the Integrated Development Plan (IDP) by municipalities. The Local Government: Municipal Systems Act, 32 of 2000, outlines the essential systems that ensure that the council's arrangements will be capable of completing the developmental goals as defined in the Constitution of the Republic of South Africa (1996) (Sebakamotse & van Niekerk, 2020:8). In this respect, the focal point is to a greater extent dependent on the structures that a municipal council ought to have systems set up to accomplish these constitutional responsibilities. These include the integrated development plan which is amongst the structures needed to accomplish assimilation, as specified in Section 23 of the Local Government: Municipal Systems Act, 32 of 2000. This part additionally reinforces a substantial portion of several of the requirements laid down in the Development Facilitation Act, 67 of 1995 on guaranteeing a comprehensive method to growth, as against a divided one. In this case, the municipalities need to carry out a progressive method when executing their authority and functions.

Section 25 (1) of Local Government: Municipal Systems Act, 32 of 2000 goes on to state that each municipal council must, within a prescribed period after the start of the elected term, adopt a single, inclusive and strategic plan for the development of the municipality. Therefore, the approved plans should aim to create a connection for the integration and co-coordinating of strategies, taking into consideration the suggestions for growth. The section also stresses the importance of coordinating the funds and abilities of the municipality through the execution of the plan. This also shapes the strategy context as well as the common foundation on which the yearly budgets should be founded (Makalela, 2017:14). This implies that the council must implement an IDP for the full period and should be carried out as soon as the structures of the council have been established in the conditions of the Local Government: Municipal Structure Act, 117 of 1998. In addition, the statutory context must consider the fact that the community is not fixed, and therefore it provides for the revision of the IDP when the situations necessitate modifications to be carried out. For this to become a reality, Section 25 (2) of the Local Government: Municipal Systems Act, 32 of 2000 must be completely supported by every

municipality. This is achieved merely to adapt to the constantly changing circumstances that are observed inside the communities (Local Government: Municipal Systems Act, 2000).

The Local Government Municipal Systems Act (Act 32 of 2000), Section 16(1)(a) asserts that a municipality must establish an ethos of public administration which balances authorized government representatives with a structure of democracy. The Act enables the Mtubatuba Local Municipality to create an environment for the population to engage and comment on matters regarding the community's service provision and development.

2.9 Local Government Municipal Planning and Performance Management Regulations (2001)

The Local Government: Municipal Planning and Performance Management Regulations of 2001 was passed to continue establishing guidance and clarity on matters of Integrated Development Planning. The regulation proposes that a municipal IDP must identify investments and initiatives for development in the municipality and all identified programs and projects which will be carried out by other institutions of the state in the municipality. According to laws and regulations, the municipal IDP must also include an economic plan with a three-year budget estimate, as stipulated by Section 26 of the MSA. The economic plan should contain a finance strategy that sets out good financial management and expense control. This economic plan must address:

- Financial management strategies
- Income boosting strategies
- Investment and operating strategies for funding
- Assets management strategies and plans that can improve cost efficiency inside the municipality (Municipal and Performance Management Regulations, 2001).

2.10 Local Government: Municipal Finance Management Act, 56 of 2003

The Local Government: Municipal Finance Management Act, 56 of 2003 was implemented to explicitly enhance the management of finances in municipalities. Since the municipal authority is required to adopt an integrated approach, financial management similarly is a central aspect in the path of attaining a developmental local government. The rules governing the distribution of economic resources for known urgencies must be performed in accordance with the laws and guidelines of Local Government: Municipal Finance Management Act, 56 of 2003 (Van der Waldt, 2018:70).

Section 2 of the Act outlines the goal to guarantee a healthy and viable administration of the economic matters of the municipal institutions to whom this legislation relates by creating rules and guidelines for:

- Guaranteeing openness, responsibility, and suitable lines of the person in charge of the financial and monetary matters of municipal organs of state,
- The administration of incomes, expenses, financial assets, obligations and management of the fiscal transactions, preparation procedures,
- The responsibility for coordinating these operations with the other spheres of authority,
- Loans,
- Supply chain management, and
- Other fiscal issues (Municipal Finance Management Act,2003).

The Mtubatuba Local Municipality budgetary process should ensure that it complies with the Municipal Finance Management Act. The IDP analysis and the fiscal procedures must be aligned and integrated.

Section 21 (1) (a) of the Local Government: Municipal Finance Management Act, 56 of 2003 stipulates that the mayor of a municipality must co-ordinate the processes for preparing the annual budget and for reviewing the municipality's IDP and budget-related policies, to ensure that the tabled budget and any revisions of the IDP and budget-related policies are mutually consistent and credible. This implies that the budget, IDP, and any linked policy should be in complete alignment. In this regard, the plans of the municipality in what it proposes to do in response to the demands of the community must be informed by the resources that have been allocated following the appropriate budget-linked rules and protocols. The section cited above illustrates the expectations of the legislation concerning the management of financial resources that are intended for development. Equally, it implies that every expenditure that is not in accordance with the IDP's above-mentioned requirements is deemed to be unrealistic and illegal (Municipal Finance Management Act, 2003).

2.11 Intergovernmental Relations Framework Act (13 of 2005)

Intergovernmental relations as described by Kahn, Madue, and Kalema (2016:4) as the link between several spheres of governance. The Intergovernmental Relations Framework Act, of 2005, aims to encourage social networking within the local authority as well as to guarantee that every sphere of government carries out its mandate as needed and expected by the constitution. Intergovernmental Relations Framework Act, 2005, creates stipulations for the creation of inter-district cooperation structures which are liable for assisting and encouraging the association between a district and its local municipalities.

Intergovernmental Relations (IGR) was introduced through the Intergovernmental Relations Framework Act, 13 of 2005 to address inequity and extend facilities to all. By incorporating IGR within the IDP procedure it was aimed to reinforce the development and implementation of facility distribution at the local government level (Mabope, 2018:81). However, some studies have indicated that IGR has not enhanced service provision in the country because the three spheres of government do not work in

unity to realise the developmental goals. Providing services and facilities occurs at the local government through the IDP. Therefore, it is important to align IGR with the IDP procedure to enable and maintain supportive administration and subsequent service provision to improve people's lives (Mbecke & Mokoena, 2016).

In an ideal situation, the IGR structure makes it necessary that public institutions operate in agreement to provide essential services to the people and improve goals for the development of any government. Likewise, the Republic of South Africa Constitution (1996) and the White Paper on Local Government (1998) entrust municipalities such as uMkhanyakude District and the municipalities at the local level in its authority with a mandate to ensure that a sound IGR system exists to help facilitate the provision of municipal integrated services. Nevertheless, the human factor is a crucial element of whether or not such systems might work or not and the degree to which municipal officials communicate in terms of preparing and executing integrated service provision programs may be different from one single district government to another (Magagula et al., 2019:2).

2.12 The Spatial Planning and Land Use Management Act, (Act No. 16, 2013)

Spatial Planning and Land Use Management Act (SPLUMA) is considered to be a state planning and developing legislation with relevance across the country. It was founded to tackle the geographical inequality and segregation that resulted from racial segregation in spatial planning. This act aims to speak to and link a racial divide in spatial planning. Additionally, it encourages merged spatial development and harmonious land utilization. SPLUMA specifies strategies, standards, and procedures for land-use planning and management. The Act offers a structure for the checking, management, and assessment of the land-use planning and land-use management program. The act is helpful in the creation of the framework for spatial development as it advises on where to use the land. The bill described above has a significant position in directing the integrated development planning procedure as it advises actions and the decisions that are made by the appropriate interested parties. The activities that are carried out by the interested parties will be conducted following various stages. These stages include the analysis, strategies, project, integration, and approval (Spatial Planning & Land Use Management Act, 2013).

A Spatial Development Framework (SDF) is a spatial depiction of a municipality's IDP as well as the local, district, and metropolitan levels of government. It is a tool that is essential for describing the anticipated idea of a local government area, as well as indicating areas, where potential advancement could take place. The SDF is used to build local plans that are closer to the community such as shopping centre plans. The SDF is additionally a statutory prerequisite as indicated in section 5 conditions of the Local Government: Municipal Systems Act. The newly enacted legislation, The Spatial Planning and

Land Use Management Act (Act No 16 of 2013) sets the statutory guidelines for the improvement of the Spatial Development Framework and other geographic projects.

2.13 The Sustainable Development Goals (SDGs)

The United Nations endorsed the Sustainable Development Goals (SDGs), often known as the Worldwide Goals, in 2015 as a call to action for ending extreme poverty, protecting the environment, and ensuring that all humans live in peace and prosperity by 2030 (UNDP, 2015).

Execution of the SDGs by South Africa is within the current regional and national context of plans like the African Union's Agenda 2063 and the National Development Plan (NDP) which emphasizes the importance of strong partnerships. The implementation of the SDGs and Agenda 2063 has been matched with that of the National Development Plan (NDP) at the national level in South Africa. The NDP was enacted in 2012, it has meaningfully changed South Africa's status and adoption of Agenda 2063 and the SDGs. Eventually, this arrangement implies that attempts to reach the SDGs can potentially significantly affect the attainment of the national priority as outlined in the NDP, and vice-versa. Given the importance of partnerships in achieving the goals of the SDGs, NDP, and Agenda 2063 agendas, South Africa needs to build and maintain a functioning partnership (Haywood et al., 2018: 556).

Excellent local government, visionary, authentic, and trustworthy governance are crucial to achieving sustainable fair human focused growth for SDGs. Government at the local level and particularly the development of the local area is crucial for the interpretation of the global development agenda to the local level reality. The local sphere with its specified legislative framework and subsequent statutory roles offers a dynamic official base from which to align local programs and activities and grow ties between local, national, continental and international objectives, thereby being a key benchmark for promoting local growth and SDGs (Reddy, 2018:714).

2.14 National Development Plan (NDP) Vision 2030

By 2030, the National Development Plan (NDP) seeks to eradicate abject poverty and reduce inequities (NDP, 2012:14). It is designed to address current shortcomings in the local system of Integrated Development Planning and gradually improve the management and organizational capacity to carry out plans at every scale (NDP, 2012). The government must help and encourage participation and:

- Actively look for options for progress, education, experience as well as prospects.
- Collaborate with other people in society to ensure progress, resolve issues, and raise the worries of the unrepresented and disadvantaged.
- Hold administration, businesses, and every leader accountable (NDP, 2012:27).

The NDP acknowledges that more work is needed to highlight the responsibility that people have in their development and work with other people in the community to solve the stresses and difficulties. The refrain, sit back and the state will deliver must be called into question because it is unrealistic and not aligned with the Department of Local Government's principles (DLG) (NDP, 2012:27).

2.15 Medium-Term Strategic Framework

The MTSF is designed to direct the structure and allocate resources throughout the different levels of government. National and provincial divisions must design their five-year strategic plans and the budget demands considering medium-term priorities. Municipalities are required to adjust their Integrated Development Plans in a manner that adheres to the national medium-term needs. Each one of the main concerns in the MTSF ought to be addressed and must assimilate into the overall framework. This applies particularly to the realization that economic development and growth, are at the centre of the government's strategy (Mtubatuba IDP, 2012-2017).

2.16 Provincial Growth and Development Strategy (PGDS)

The Kwazulu-Natal Provincial government has drawn up a strategic plan with a comprehensive goal as well as clear results to be attained in the medium-term. The aim of the plan of action is "by 2030, the Province of KwaZulu-Natal should have maximized its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe, and sustainable living environment" (Mtubatuba IDP, 2012-2017). The strategic plan includes seven (7) strategic objectives that specify the direction of policy and important necessary interventions to accomplish the goals and are:

- Creating jobs;
- Human capital development;
- Human resources and societal development;
- Planned infrastructure;
- Solution to changes in climate;
- Policy and Governance; and
- Land-use fairness.

The targets mirror the demands and the provincial government's priorities and use them to run comprehensive as well as properly run public service in Kwazulu-Natal. Reinforcing intergovernmental affairs and tactical alliances with all spheres of government, Non-Governmental Organizations (NGOs) and the business sector institutions are crucial for the effective execution of the strategy.

The Provincial Growth & Development Strategy (PGDS) is centered around the subsequent programmes:

Table 1 The Provincial Growth & Development Strategy Programmes

1: Governance and Administration	People-driven, reactive, responsible and effective management providing quality service in a timely and viable manner.
2: Economic Development	Enhance, boost formal careers and improve skill development for economic development and growth.
3: Community and Social Infrastructure	Continue to improve and maintain the supply of long-lasting, combined essential service infrastructure development.
4: Human Capacity Development	Enhance and invest in skills and training for the development of the province's Human Abilities.
5: Health & Social Support	Enhance the incomes of people living in poverty, lessen susceptibility to communicable illnesses (particularly HIV & AIDS), health services; the social protection systems and create cohesive, safe areas.
6: Crosscutting Priorities	HIV/AIDS and SMME growth; Environmental Sustainability, Civil Rights, Integration, building capacity; Innovations and technologies; Reducing Poverty, and Risk Management.

Source: Mtubatuba IDP, 2018

2.17 District Growth and Development Plan

On the one hand, the District Growth and Development Plans have been recognized as playing a critical role in incorporating and positioning the goals of the NDP nationally and the PGDP at the provincial level, while on the other hand, local government operations function at the intersection of execution and engagement with important communities. The aim of the PGDP is to implement the Provincial Growth and Development Plan into a comprehensive district-level plan with well-defined targets and responsibilities, allowing the province to track its progress toward acceptable development goals (uMkhanyakude DGDP, 2014).

2.18 District Development Model

The District Development Model was introduced as an implementation approach for government programmes and projects. The DDM approach provides that each district becomes a window of coordination for the planning and execution of all government programmes and projects (COGTA, 2021).

In the 2020 State of the Nation Address (SONA) President, Cyril Ramaphosa suggested that the time had come for the administration to move away from working in silos and introduced a different approach named the District Development Model (DDM). This model was approved on 21 August 2019 by the government. This model is aimed at improving Cooperative Governance that is aimed at developing a skilled and principled developmental state. The District Development Model represents an approach where the three spheres of government collaborate with a focus that is impact-driven where high standards of productivity and answerability for clear service provision and developmental results are displayed. This is a procedure in which the government collaborates to focus on municipal and metropolitan areas as power domains for coordinated planning and execution. The District Development Model will speak to the triple threats of deprivation, joblessness, and inequity (IUDF, 2020).

With all these legislations being provided in the country to make local governments more active and responsive in the manner in which they provide services and administer their duties, and IDP as a thorough and complex planning instrument for evaluating public service provision and structure growth, there are still gaps on how IDP is implemented and how it assists in sustainable development, especially in the rural areas (Asha & Makalela, 2020:3). Ntliziywa (2017:19) concurs with this statement by stating that rural municipalities are still characterised by high poverty levels and institutional shortcomings. This suggests that they are marked by corruption, ineffective councils, a lack of structured community engagement and bad financial management. As a result, this study investigates the rural municipality of Mtubatuba's IDP implementation to see if it achieves its developmental goals as a local municipality.

According to Munzhedzi (2020:94), all these frameworks were implemented in South African municipalities to efficiently implement municipal policies to improve municipal management and service delivery to local communities. Unfortunately, most municipalities, mainly those rural, lack the political will, expertise, and capacity to design and implement local policies. As a result, it is critical for this study to analyze IDP implementation in a rural municipality to determine the challenges they face in carrying out their local government mandate.

2.19 Challenges in IDP Implementation

In practice, most municipalities appear to be incompetent in developing and implementing the IDP for the effective and efficient provision of service provision. The number of service delivery protest demonstrations that spring up across the country are usually directed at municipal failures. This means that municipalities must execute their developmental responsibility aimed at defeating uneven development methods of racial segregation. Public participation is the cornerstone for the planning and execution of municipal IDPs. Most municipalities are struggling with the issue of the significance of

citizen participation in the preparation and execution of the IDP cannot be overstated (Munzhedzi, 2020:97).

A problem that concerns practically all municipalities in South Africa is a lack of public participation in the establishment and implementation of municipal IDPs. There is generally an absence of unity between the various sector departments and municipal departments which influences the successful execution of the IDP. Implementation of the IDP is further impeded by a lack of connection with national and provincial policy. This means that the IDP must be backed by both national and provincial plans and it must be aligned to the specific requirements and priorities of individuals at the grassroots (Asha & Makalela, 2020:10).

The IDPs have the task of funding old and weak infrastructure. It must be acknowledged that the IDP took effect to enhance service delivery. Financial resources are required to provide an impact on the local people. When there is a lack of financial assistance, service provision to communities, especially to the poor, is hampered (Ndebele & Lavhelani, 2017: 353).

The IDP is a critical instrument required for accelerating the delivery of services and supporting employment creation through local economic development. However, the process is also weakened by a lack and shortage of resources to redress the existing bottlenecks in terms of the public infrastructure to support the delivery of services.

2.20 Conclusion

The importance of key policies and regulations for the planning and execution of IDPs was highlighted in this chapter. The original statute was aimed at offering critical services, building infrastructure, and improving the quality of life, as seen by an array of legislation adopted by the South African government during the last 20 years. These pieces of legislation have considerably reinforced the Constitution's provisions. The statute outlines how a municipal council's institutions would ensure that integrated development takes place, as well as the mechanisms that are to be used. It specifies how financial resources will be allocated to accomplish developmental local government. As a result, no municipality in South Africa may operate without an authorized IDP plan that has been established under all legislative criteria. The framework of IDP plans may be identical, but the substance will be different. This is because, while the context in which municipalities operate differs from one municipality to the next, the framework remains the same.

CHAPTER 3: THEORETICAL FRAMEWORK, THE IDP PROCESS AND OVERVIEW OF THE MTUBATUBA MUNICIPALITY

3.1 Introduction

Local government has been going through some serious reforms, restructuring and transformation since the inception of democracy in South Africa in the 1990s. The new South African government established Integrated Development Planning to expedite the delivery of services to communities as part of its transformation and reorganization of local government. Integrated Development Planning is the primary instrument that is available for the government to reconstruct and demolish disparities of a formerly split society; it is one of the main tools for a developing society. This chapter discusses the conceptual and theoretical overview of Integrated Development Planning as an essential aspect of the restructuring of local government and transformation.

Water, electricity, housing, and sanitation are just a few of the critical services that South Africa is experiencing significant delays in delivering, especially to previously disadvantaged populations. Protests and demonstrations against service delivery have become a norm in South Africa, indicating that providing basic services to the population is currently a huge challenge. In addressing these difficulties, the democratic government of South Africa embarked on several policy reforms and strategies aimed at rebuilding the country to promote the living conditions of previously disadvantaged people (Modise, 2017:1).

3.2 Theoretical Framework: Theory of Sustainable Development

The Sustainable Development Theory is adopted as the relevant theoretical framework applicable to the study. Sustainable development emphasizes the need for advancing the lives of the citizens living in rural areas and the involvement of the rural poor in economic events that are beneficial to them and their communities. Sustainable development entails development that meets the needs of the present generation without compromising the ability of the future generation to meet their own needs (Mensah, 2019:6).

On 25 September 2015 when the 2030 Agenda for Sustainable Development was approved by 193 United Nations (UN) Member Nations with 17 Sustainable Development Goals (SDGs) (UN, 2015b), it positioned sustainable development as the core value of global partnership and domestic growth. The 2030 Agenda, therefore, offers a hopeful narrative for a desirable outlook for human growth in collaboration with an effective plan to be accomplished by 2030 (United Nations, 2015).

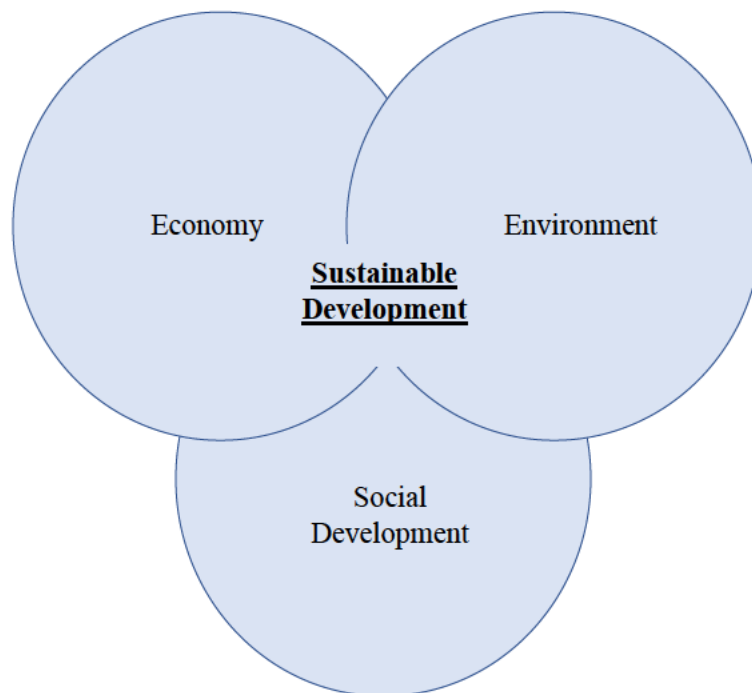
Another study that has employed the Sustainable Development Theory is the study by Wilson & Idoniboy-Obu in Nigeria. The study looked at the local government autonomy through the Sustainable Development Theory lens. The study contends that sustainable development in rural areas is achievable

through the implementation of political, financial, and administrative independence of the local governments. They, therefore, state that sustainable growth has developed into a central matter in the economic, social growth, and management of ecological resources of society (Wilson & Idoniboy-Obu, 2019:120).

Sustainable development is an all-inclusive thought that merges features of environmental, societal, and financial existence concerned with two huge concerns of humanity; the capability to generate and sustain (Duran & Gogan, 2015:814). This theory focuses on the availability and sustainability of resources in the current and future generations' best interests. It regards the environment as an important aspect to guard while exploiting these resources. Thus, sustainable development has become important in the context of socio-economic growth of societies, especially those communities that were once deprived to ensure that they develop socially and economically while continuing to preserve the environment (Shaker, 2015).

Figure 1 adapted from Krishna & Manickam (2017:6) outlines the three pillars of sustainable development. These include Economic Growth, Environmental Management, and Societal Inclusion.

Figure 1 – Pillars of sustainable development



Source: Shah, 2008:7

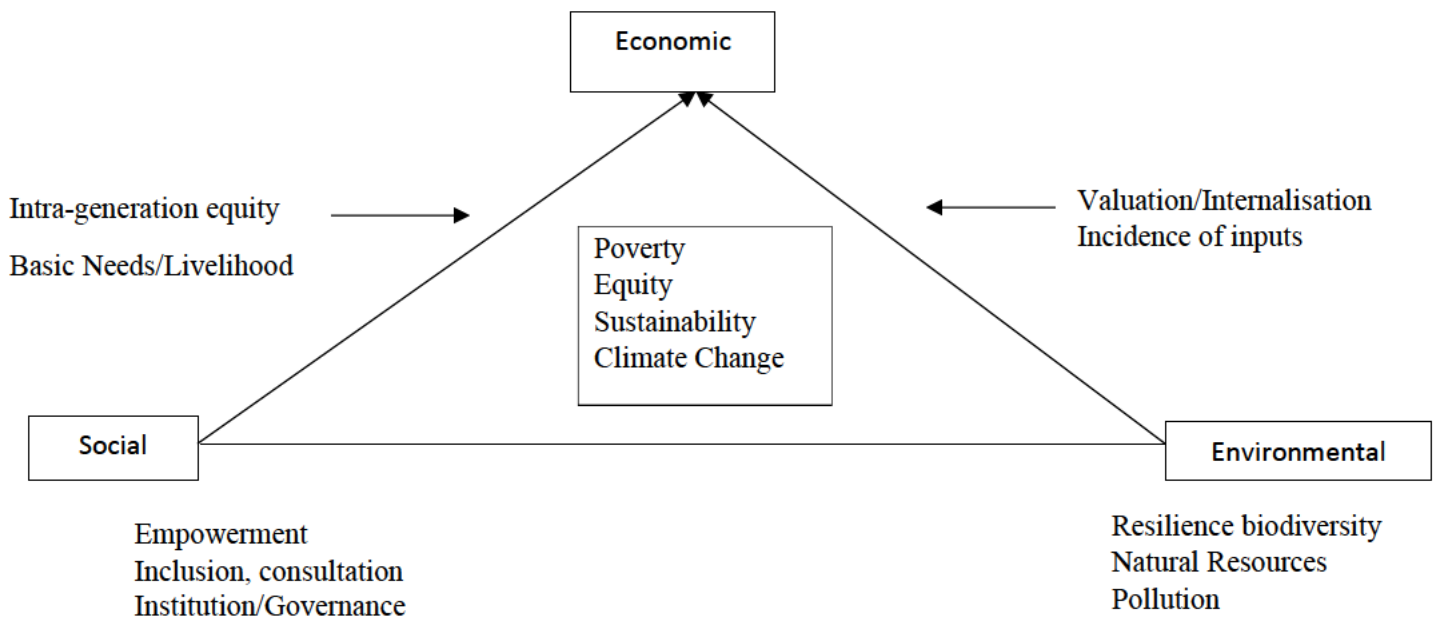
Providing for the basic necessities of the impoverished is important to sustainable growth, and that actual growth cannot be attained without taking into consideration the ecological, societal, and cultural values of the people, particularly the rural people. Sustainable Development Theory is used in this study

to analyse the implementation of much-needed rural growth to advance the societal and financial circumstances of the rural people through the local government system in the country (Krishna & Manickam, 2017:7).

As illustrated in Figure 2 below, the aims of sustainable development are:

- To optimize the number of commodities and services generated in the technosphere, making the most efficient use of biological, energy, and information flows, as well as mineral resource flows, mineral resource adaption technologies, and reprocessing products;
- The proper allocation of products and services within social contract partnerships, at a local, national, and global levels; proper socioeconomic process training for all members of society; establishing, utilizing, and adapting permanent political, institutional, or information management systems that enable social and economic flexibility and self-regulation; economic, social, and environmental linkage systems evolution; cultural variety preservation to allow faster chance adaptation;
- Upholding biodiversity to support the possible adaptation of the environment, conformity structures that monitor nature management and the environmental system of the atmosphere (Duran, & Gogan, 2015: 816).

Figure 2. The objectives of sustainable development



Source: Purvis, Mao & Robinson, 2019:682

The relevance of sustainable development grows with the dawn of every single day as the number of people incessantly rises however, the natural resources that are required to fulfill the sustainable needs of those people keep depleting. Hák et al., (2016:565) state that global interest has always

communicated for reasonable use of the resources that are available so that this generation's needs can always be met without jeopardizing future generations' ability to fulfil their own. This means that sustainable development is an attempt at ensuring an equilibrium between economic expansion, the environment's preservation and society's well-being. This supports the premise that intergenerational equity is embedded in the concept of sustainable development since it recognizes immediate and long-term repercussions of sustainability (Mensah, 2019:6). This can be achieved through the deliberate incorporation of financial, ecological, and societal interests in processes of decision making. Broad guidelines for the sustainable development topic have inherent elements, as illustrated by the Global Multidimensional Poverty Index which was created by the Oxford Poverty and Human Development Institute. It focuses on, among other things, learning, health, food, energy, and water supply. These measurements do not just point to the importance that can be drawn from integrating ideas from the development economics and political expert groups, but it is also an opportunity for the fine tuning of specific issues that are present in our local and international societies (Kolk, 2016: 30).

From this theory, one can conclude that when the terms used in pillars of sustainable development have been successfully applied to real-life situations, everyone benefits due to the preservation of natural resources, the environment is safeguarded, the country's economy surges, and it is flexible, community life is decent because human rights and peace are respected (DESA-UN, 2018). The Sustainable Development Theory is linked to this research because any decision relating to land use, water management, farming practice, building design and construction, energy saving management, education, equal prospects, law-making and implementation must ensure that it creates sustainable progress towards a sustainable society (Montaldo, 2013:10). In this study, the Mtubatuba Local Municipality should seek to efficiently exploit the available resources which will bring about present sustainable growth in Somkhele and for generations to come.

3.3 Integrated Development Planning

In describing the origins of the Integrated Development Planning (IDP) concept in South Africa, an acknowledgement may be made of the 1995 approach that was suggested by the South African Forum for Effective Planning and Development where it was described as:

A collaborative strategy to integrating economic, sectoral, spatial, social, institutional, environmental, and fiscal policies to facilitate the most effective distribution of limited resources across sectors and geographical locations and populations in a way that promotes long-term growth, equity, and poor and marginalized people's empowerment (Sebei, 2014:109).

IDP is a method by which municipalities formulate a tactical development proposal for five years, a primary tactical organizing tool that directs and advises all preparation, managing, financing, development, and execution measures undertaken in a local area (Ruwanza & Shackleton, 2016:28).

IDP is a growing strategy for a metropolitan region that includes small, medium, and long-term goals and plans. It functions as a primary tactical direction tool for local governments. It is promulgated by the Local Government: Municipal Systems Act 2000 (Act 32 of 2000) (Du Plooy, 2017:7).

Molale (2019:58) outlines IDP as a plan targeted at integrated development and governance of the specific territories that the municipalities have authority over under the general principles that are included in Chapter One of the Development Facilitation Act 67 of 1995, and as appropriate, taking into account the goals planned in the Fourth Chapter of the very same Act.

In the broader context of developmental local government the IDP is a management instrument for developing local governments to align constrained resources to agreed-upon policy objectives (Dlamini & Reddy, 2018:3). This IDP process is participatory and should involve community members as well as the civil society at every step to ensure accountability and ensure that the right priorities are being considered in terms of service delivery (Fourie & Van der Waldt, 2021:4). This tool is critical in determining community needs and addressing them in an efficient, effective, and cost-saving approach (Majam & Uwizeyimana, 2018:145).

According to Breakfast, Nomarwayi & Bradshaw (2019:6) ineffective communication between metro representatives and communities, which is mostly the responsibility of ward councillors and local officials, has been a big part of the problem that has sparked service delivery demonstrations. When compared to more formalized settings in urban regions, rural areas and informal settlements have fewer lobbying capabilities. Breakfast et al. (2019:6) goes on to state that there is still a significant service provision disparity between urban and rural municipalities particularly in the former homeland communities in Limpopo, Eastern Cape, KwaZulu-Natal and the North West.

IDP is a result of the integrated development planning process (Mathebula et al., 2016:73). This is a procedure in which municipalities construct a five-year tactical development plan. Integrated Development Planning is an instrument that the local authority can utilize to provide guidance and direction for everyone that has a contribution to make to the advancement of the regional area (Moyo & Madlopha, 2016:104). According to Fourie & Van der Waldt (2021:2), Integrated development planning is a participative preparation procedure that aims at combining sector-specific approaches, to support the optimum provision of the limited resources across departments and geographical regions and throughout the general residents in a manner that encourages long term economic development, and the liberation of those in dire need and those that have been sidelined.

Ruwanza & Shackleton (2015:28) recognizes the importance of the IDP to contribute to sustainable development but simultaneously the integrated development planning procedure is viewed as a common method, which combines the social, economic and environmental elements. Integrated development

plan supersedes all other plans that guide development at the local government level. This notion is reflected in the composition of South Africa's legal system that regulates the execution and authorization of programs. Any change that is supposed to happen in the municipality should be made in compliance with the IDP and the Spatial Development Framework of the municipality. The IDP is, therefore, the main driver for sustainable development at the municipal level.

Integrated development plans are a result of the statutory structure that supports them. They are constituted of and comprise a specified procedure as well as a set of instruments that are fundamental in their planning and implementation. The IDP process follows the same format as that of a strategic business plan document in that they are tactical, managerial, and development oriented. The spatial element is connected to the Spatial Development Framework which constitutes the interpretation of the vision of the plans and goals. Another aspect of the IDP is that it helps the municipality with budget planning for 5 years. According to Mokgalong (2016:6), IDP is a strategy for alleviating poverty.

The formulation of the IDP is a legislative condition for every local government including district municipalities. The formulation of the strategy and the incorporation of its components as specified in Chapter 5 of the Local Government: Municipal Systems Act are compulsory.

According to Mohangi (2015:22), the three principles that govern IDP plans include:

- Integrated Development Planning is a procedure that requires participation and discussions. It also requires an analysis of issues that hamper service provision and the problems that have been acknowledged by a municipality. These problems must be highlighted, a strategy established, and the development plans must be outlined.
- As a strategic process, the IDP development should merge the local expertise with that of experts in the field, to guarantee that scarce resources are used effectively and efficiently and that there is a collaboration between the departments in terms of project costs.
- The IDP is intended to be a process that focuses on implementation. In that sense, it is a tool for bettering service delivery; this rule involves project proposal designs that are sound, achievable budget links formed and there is an agreement between the interested parties.

The aforementioned guidelines are pertinent to this study since they stress the value of public engagement and reiterate that the IDPs goal is to be an all-inclusive approach. Consequently, the result delivered which constitutes the IDP is intended to be an indication of the community's needs. The principles are similar to the main elements of the IDP that are stipulated by the Local Government: Municipal Systems Act 32 of 2000 Chapter 5 which states that the IDP should take into account:

- The municipal council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;

- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- The council's operational strategies;
- Applicable disaster management plans;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of Section 41 of the Local Government: Municipal Systems Act (2000) (Local Government: Municipal Systems Act, 2000).

IDP must be linked to national priorities for development found in the National Development Plan, 2030, the Medium-Term Strategic Framework (MTSF) and Provincial Growth and Development Strategy (PGDS). Furthermore, the IDP should ensure support of the nation's obligations to United Nations Sustainable Development Goals (UNSDGs). The UNSDGs, the current Medium Term Strategic Framework (MTSF), the National Development Plan (NDP) (2012), and local government's expanded developmental mandate, amongst others, concentrate on improving participation of the general public, and fighting deprivation as well as inequity, by offering free essential public services to the needy. Therefore, it is assumed that these are supposed to be part of the main concern mirrored in the municipality's IDP (Fuo, 2013:233).

3.4 Significance of the IDP in the Post-Apartheid Era South Africa

During the period of apartheid, the government was unable to recognize the position of the communities in the affairs of the administration, but only acknowledged their part where they were linked to the provision of the workforce in certain cases. The government was mainly concerned about the provision of services along racial lines in which white people enjoyed better services than other race groups (Mudiriza & Edwards, 2021:807). The Group Areas Act (1950) in particular, defined where people of different races could live and own property. Geographic isolation was further rooted by the Bantu Self-Government Act (1959) and the Bantu Homelands Citizens Act (1970) which took away the citizenship of all black South Africans and confined them to the racially based 'homelands' 'or Bantustans', even if they did not reside in their designated homeland. The independence of these 'Bantustans' was not recognized by any other nation but the apartheid government. The Act's main goal was to deprive black

people of their right to own land. The Act controlled and ensured that the black population remained largely marginalised in areas characterised by underdevelopment (Bock & Stroud, 2019).

The Native Administration Act, 38 of 1927 also known as the Bantu Administration Act, was intended to set up and assign management panels that would take away the obligation of townships from the municipalities that were designated to white citizens. This plan did not produce the desired results as predicted but further worsened the tense relations between racial groups as all this was happening without the participation of the concerned individuals. Generally, black citizens, especially Africans were not granted access to good education, proper employment opportunities, medical facilities, roads, or electricity and were deprived of nationality in their own country of birth (Native Administration Act, 1927).

When apartheid ended in 1994, the new democratic administration under the African National Congress (ANC), launched the Reconstruction and Development Programme (RDP), an integrated, coherent socio-economic policy framework (Musitha, 2016:13). The White Paper on Reconstruction and Development was established and is aimed at addressing poverty, economic, social, structural, and spatial inequities that existed owing to apartheid policies (Cooke et al., 2018:368). The RDP had poverty alleviation related objectives such as land redistribution, improving housing, health, water, and sanitation for previously disadvantaged groups.

After independence, the South African government wanted to move out of the period where “every aspect of South African life was deeply marked by minority domination and privilege” (African National Congress, 1994:118). To ensure this, the RDP was promoted as a tool to tackle poverty and inequality in a citizens-led process, concentrating “on our people’s most immediate needs, and in turn, on their energies to drive the process of meeting these needs” (African National Congress, 1994). The RDP emphasised the importance of empowering the disadvantaged people, suggesting that: “development is not about the delivery of goods to a passive citizenry. It is about active involvement and growing empowerment” (African National Congress, 1994:8).

The post-apartheid government was faced with (and still faces) significant difficulties when it comes to redressing apartheid’s legacy and stimulating economic growth as well as social development (Venter et al., 2020:2). As a result, the government realized the need to improve involvement at the municipal level by introducing the idea of Developmental Local Government. Developmental projects at the community level in municipalities could be accomplished by guaranteeing that there is integrated development planning. Municipal development before 1994 was imposed from the top with no involvement from interested parties such as the community. Instead, growth was centred on the requirements of the advantaged groups within the population. The land was regulated and there was general social and financial exclusion and discrimination among the people. It was mainly area-centred,

with transportation, usage of the land, and infrastructure proposals prepared by municipal departments separately from each other. Development was affected by the economic and social concerns of growth including poverty reduction, public health, and inequity (Madumo, 2015:155).

As a result of this unacceptable planning method, the new government of the ANC introduced a new method of municipal development through IDP. It stressed the notion of cooperation with local people and other interested parties in planning for development. This notion of development overruled the apartheid system of geographical and institutional structures and instead concentrated on guaranteeing a unified and sustained growth (Zwane, 2020:37)

The IDP was implemented after 1994 as a tool to redress historical injustices. The goal was to secure service delivery, build new organizational structures, and capitalize on long-term development programs that would improve people's quality of life. A number of areas in South Africa still face challenges as a result of the imbalance in service provision, which is based on the rural-urban divide or racial lines (Masipa 2021:7).

Municipalities were assigned main developmental duties to ensure that people's living standards are enhanced. The responsibilities of local government involve the delivery of essential services, rooting out deprivation, establishing job creation, and advocating democracy as well as accountability (Lekala, 2019:1). Mashamaite & Madzivhandila (2014:228) state that the IDP is an essential tool that can be used by municipalities to address their developmental roles, unlike the role that was played by the previous government. The IDP is now considered a part of the municipal administration and is a component of a unified planning and service delivery system.

Inadequate integrated development planning, according to scholars like Masipa (2021:1), is seen as an impediment to improving service delivery. This may be particularly problematic in rural and local municipalities, which may be under-capitalized and hence carry out poorly-coordinated IDP development procedures.

According to Johannes & Erasmus (2016:180), it is still evident that rural areas lack access to essential services, and it is the local government's duty to make sure that all communities have fair access to municipal services. The Constitution additionally requires local government, which is the branch closest to the people, to be in charge of providing high-quality services to raise the general public's standard of living while tackling the nation's socioeconomic problems.

3.5 IDP in the International Context

In Malaysia, Integrated Development Planning (IDP) was launched following their attainment of autonomy from the British colonial rule in 1957 (Yaya et al., 2020:6). The legacy of the British foreign growth strategies created significant distinctions between rural and urban areas. Public service delivery

was concentrated in metropolitan areas like Selangor, Perak and Pulau Pinang while rural communities like the Kelantan, Kedah and Perlis continued to be affected by the infrastructure service provision bottleneck (Saifuddin et al., 2014:35). This inequality was motivated by the fact that metropolitan areas were the focal point for infrastructure service provision throughout the reign of British colonialists. It is against this backdrop that integrated development planning and infrastructure service provision methodologies turned out to be imperative (Pazvakavambwa, 2016:6).

Rural economic development was introduced as a vital component of the country's national financial strategy as a consequence of an enormous income difference between urban and rural communities in Malaysia (Zin, 2014:16). This is one of the areas that the government has used to encourage rural infrastructure service provision and consequently tackle inequalities in income (Manggat, 2018: 637). The degree of imbalance especially in the revenue allocation was higher in the urban environment than in rural regions (Saari et al., 2015:311). As a consequence, the government decided to distribute significant public sector funds via rural industrialization in rural areas. These consisted of loans and grants, extension services and entrepreneurial development, training and infrastructure facilities in rural areas (Noor et al., 2017:267). The objective was to encourage fairness as well as rural economic growth, provided that infrastructure service provision was concentrated in the urban areas. As a result, approximately 40% of rural families were able to gain services out of rural industrialization (Mzimela, 2013: 27).

The weakness in rural industrialization in Malaysia was that it did not make investments in human resources throughout the allocation of funds to communities in rural areas. The government granted people loans and amenities to start their businesses without giving them adequate education. Consequently, the companies or businesses were not sustainable, and the economy has thus, continued to be concentrated in the urban areas (Abd Ghani, 2014:199). The researcher asserts that rural industrialization has proven to be partially effective in Malaysia because it only assisted the select few who ultimately went into the international market. It is against this background, that the government opted for Rural Growth Centres (RGCs) to encourage communities in rural areas and to guarantee that they maintain the services offered. RGC's used rural growth approaches to stimulate economic development and relieve poverty around rural areas (Noor et al., 2017:269).

The case study of Malaysia has demonstrated that although Malaysia was once subjected to the colonial government, it has been able to change its public institutions and has crafted policies to accomplish development in rural areas as a necessary component of the integrated development planning approach. Thus, it acknowledged the significance of incorporating the rural areas into national development plans (Mzimela, 2013:28). This has assisted approximately 40% of rural regions to construct and purchase infrastructure (New Straits times, 2015). Rural regions that have been poorly developed over the past have profited from Rural Economic Development (RED). It is from this framework that the researcher

has a strong conviction that Malaysia is a prime example to consider to assist South Africa against its prevailing double financial system.

3.6 IDP implementation in the Province of KwaZulu-Natal

The province of KwaZulu-Natal's, Integrated Development Planning is determined by Section 32 of the Local Government: Municipal Systems Act, 2000 which declares that:

A copy of the Integrated Development Plan that was authorized by the municipality's council, as well as any revisions made, must be presented to the MEC by the Municipal Manager of a municipality. All of this must be completed within the first 10 days of the proposal's approval.

Given the above, the fifty-four municipalities of the Province of KwaZulu-Natal are required to present their IDPs to the Provincial Department of Co-operative Governance and Traditional Affairs (CoGTA). The Member of the Executive Committee (MEC), after evaluating the IDP papers presents an official feedback letter to the Mayors on the detailed information of their IDP (Local Government: Municipal Systems Act, 2000).

Adonis & Van der Walt, 2017:44) cited a 2012 study by Subban and Theron where they tracked the IDP planning, review, and evaluation in the Province of KZN. According to the study, IDP monitoring in the Province of KZN follows international developments in terms of planning and assessment. There are several reasons for the continuous assessment of the development plans. A few of these reasons include:

- Plans are directly linked to the information utilized in formulating a strategy must be applicable and the plan of development should respond to the information that is utilized.
- Plans very often are centred upon impractical prospects and plans that have impractical goals and objectives that are destined to fail.
- Plans should be presented in a clear and logical manner and not in a complicated approach. If they are not clear, they would be unable to draw the required aid from the development groups.
- Plans which do not support participation by the community will not be successful. Therefore, it is important that community involvement must be important when formulating the plan.
- Plans for development should be funded; if developments are not financed, there shall not be any execution of plans (Adonis & Van der Walt, 2017:44).

The evaluation and the assessment of IDPs must take place to guarantee that these development plans are appropriate, reasonable, and address the needs of the communities. Adonis & Van der Walt

(2017:44) went on to state that the evaluation of the plans could take place during the preparation phase and post-ad hoc plan. In KZN, the IDP plans are assessed in both phases.

3.7 Developmental Local Government

Developmental local government is commonly known as the local government that focuses on the involvement of the public to discover viable methods to satisfy their societal, financial, and economic requirements and enhance the value of their everyday lives (White Paper on Local Government of 1998:17). As reported by Nkuna (2013:28), the idea of Developmental Local Government (DLG) resulted from two earlier national social and economic transformation policies, namely the Reconstruction and Development Programme (RDP), and the Growth Employment and Redistribution policy (GEAR). These regulations were designed to encourage equality using various government-backed programmes like low-cost public services to the needy, supporting community foundations, and connecting growth in profits and investment (Mello, 2020:55). A developmental state, according to Mello (2020:54), employs all available tools and institutions to achieve meaningful economic impact in a country. For a country to develop, it must first achieve equity, and fairness, allowing for a rapidly expanding economy as well as better quality of living for all people. This should result in financial activities that promote the creation of jobs and, as a result, a reduction in poverty in a country.

According to Andrews & Nwapi, (2018:50), the developmental local government applies not only to those that accomplished economic development, but also includes local authorities that tried to accomplish the economic expansion by implementing governmental and electoral funds but were unsuccessful due to outside factors such as errors. Andrews & Nwapi dismisses the contrast of the local authorities in developed nations with local authorities in developing nations and contends that any local authority which develops a suitable institutional framework to initiate economic expansion, deserves the acknowledgement of a developmental local government.

Developmental local governance is about establishing a brighter future for citizens through the advancement of the community's economic development and social progress projects and programs. It also needs to have powerful and competent institutions, structures, policies, and procedures, to encourage development at the grassroots level (Van der Waldt 2015:16). Van der Waldt goes on to state that developmental local government provides opportunities for local municipalities to deliver the services that their citizens require. This is meant to reduce the red tape and excessive bureaucracy that takes place at the national government level. Local community members are able to participate more effectively in local affairs, including the identification of local priority areas of development. The local authority is answerable to the local community members with regard to their decisions and implementation of IDP projects for the benefit of their communities. Unlike at a national level, the developmental local government provides opportunities for local governments to deliver services efficiently depending on their communities' requirements (Nzimakwe & Pillay, 2014:17).

In 1994, the South African democratic government set out on transforming the public institutions to promote the redistribution of wealth and resources, while increasing efficiency and effectiveness in service delivery. To achieve this goal, South Africa established three separate, interdependent and interrelated spheres of government, namely the national government, 9 provincial governments, and 273 local municipalities with each assigned its powers, functions and responsibilities (Reddy, 2018:711). To promote public accountability, the government had a requirement to decentralize and split activities and responsibilities across the national, provincial, and local governments.

Developmental local government is detailed in Chapter 7, Section 153 of the Constitution which addresses development duties of Local Government (RSA Constitution, 1996). Ramodula & Govender (2021:50) states that the basic features of Developmental Local Government are described below:

- a) To boost community progress and this must be achieved by using the local authority roles to improve the community and address the fundamental needs of areas;
- b) To utilize integrated development planning method which supports incorporation process and co-ordination;
- c) To democratize growth, encourage and redistribute which necessitate people's active involvement in the planning and implementation of community projects; and,
- d) To be a significant instrument in constructing societal investment.

The above attributes of developmental local government indicate the necessity for the development and the empowerment of populations. This emphasises the cornerstone of democratic government development which is aimed at improving the formerly underprivileged communities.

According to Moya (2015:24) the egalitarian principles were considered post-independence as important for creating a new South Africa for all. This entailed the promotion of equality, the promotion of human dignity, including access to education and respect for people's rights, and the eradication of poverty among the previously disadvantaged population groups.

The establishment of developmental local government should lead to societal and financial growth, as well as increased social service delivery. Dependent on coherent and articulate public policies, and comprehensive legal and monitoring frameworks, developmental local government can increase the accountability and transparency of public institutions such as those involved in policymaking at the local government level (Ardigó, 2019:2). Munzhedzi (2020:96), however, points out that each municipality develops its IDP in light of its own circumstance and surrounding. Environmental and political elements influencing a small rural local municipality differ significantly from those in major urban areas. Most importantly, state institutions, especially municipalities, must take all of these issues into account when developing and implementing policies. Munzhedzi, 2019 further states that small rural municipalities continue to struggle to pursue their own policies despite taking into account these

environmental concerns. One of the difficulties is that South African municipalities have a consistent approach to dealing with all concerns in their communities.

Developmental Local Government ensures that the authorities are in touch with the local context and fulfil the community's needs. This decentralization of service delivery provides opportunities for government stakeholders to engage easily with local community members and are receptive to the requirements of the communities on the ground. Developmental local government ensures that municipalities provide people-centered and service-driven projects to react to the demands of their citizens. The establishment of these developmental local governments must be established in accordance with the financial and social growth demands of the people, particularly tackling the matters of equity and equality in resource allocation among the citizens. Thus, (Mpumela, 2015:45) points out that it is critical to highlight the need to strengthen local control over the use of public resources while supporting social, economic, and human growth.

The NDP's long-term vision was endorsed by South Africa in 2013. The NDP is an official strategy of the South African government to create a democratic developmental state by 2030. The NDP acknowledges that the weak synchronization among the various sectors of government causes rushed and inconsistent completion of government programs. To address the simultaneous issues of deprivation and unfairness, the NDP statement underscores that South Africa requires a competent state that is capable of reform and development. The executive summary of the NDP of 2030 states that for the government to reach the goal of a competent and developmental state, South Africa should develop the five main areas as follows:

- a) Improvement of Parliament's oversight function;
- b) Create a stable climate at the intersection of politics and administration;
- c) Establishment of the professional public service;
- d) Improve abilities and enhance coordination; and
- e) Improve the three sectors of government's intergovernmental connections (NDP, 2011:44).

The National Development Plan of 2030 also acknowledges that South Africa will require collaboration among all sectors of the public and powerful direction from the government.

The presence of a municipality must be geared toward development. This is required because municipalities are critical components of local governance and must strive for a strategy that ensures the overall well-being of their citizens. As far as municipalities vary in their structure and operation, they must accomplish the obligation specified by the constitution as well as other relevant legislation every time. As a consequence of the absence of a shared organizational system utilized in municipalities, a few municipalities regularly discover that they are confronted with unplanned irregularities, which can make the municipality's service provision apparatus ineffectual (Sebei, 2014:149).

3.8 IDP as a tool to enhance sustainable development

The most frequently used and generally acknowledged definition of sustainable development is taken from the Report of the World Commission on Environment and Development, which is referred to as the Brundtland Commission Report and defines it as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Caiado et al., 2018:1277).

Another description of sustainable development can be taken from the United Nations Environment Programme (UNEP) which defines sustainable development as boosting human well-being and raising human quality while preserving ecological carrying capacity (Purvis, Mao & Robinson, 2019: 685).

IDP should aim to impact certain progress in the overall value of a people’s living, as measured by the delivery of main basic facilities such as medical facilities, shelter, take-home pay, jobs, and schooling without exceeding the holding capabilities of the assisting source-base (environment), as a sustainable growth approach. This position manages resources at the center of sustainable development where resource utilization is carried out in a way that does not destroy the supply base or reduce the scope of growth possibilities available for generations to come. These matters of managing resources, the value of life, and generational fairness are thus important when looking at sustainable development (Manana, 2016:30).

Sustainable development should be multi-faceted and incorporate financial, societal, governmental, cultural and environmental considerations. The major goals of development strategies and interventions in local governance are to alleviate extreme deprivation, assist in creating employment opportunities, and establish a stable, secure, and fair society (Kunayo, Ndlovu & Agholor, 2021:105).

Therefore, to achieve sustainable development, especially in rural areas like Somkhele, societal, financial, and environmental goals should be met. Long-term viability of the development is not guaranteed unless there is a right balance between societal, financial, and environmental goals. The population should be encouraged, skilled, healthy, and ethically balanced. This ideal scenario is a consequence of appropriate strategies and good governance.

3.9 Rural Development and Sustainable Development

Rural development is a process of socio-economic change involving the transformation of agrarian society to reach a common set of development goals based on the capacities and needs of the people (United Nations, 2014). These objectives involve a nationwide set-out expansion procedure that provides precedence to the decrease of deprivation, joblessness, and inequity and the fulfilment of the needs of all citizens and emphasizes self-dependence and the involvement of all the citizens, especially those with poor standards of living (Adekunle, 2019:9).

Rural expansion, economic growth in the community, as well as the establishment of alliances, are essential features and markers of the renewal of rural communities. The advantages of establishing alliances at the community level entail the expedition of new community collaborations, a guarantee of every partner to share in the advantages of the entire process, guaranteed access to additional resources, and enhance collaborative development as well as an improvement of openness and accountability (Tshishonga, 2016:383).

Failure to address rural poverty and inequality has a huge potential to steer instability in rural areas. As a ripple effect, a lack of rural development leads to low levels of education, which yields low levels of skilled labour, resulting in underemployment, poor use of agricultural land, high levels of poverty, ill-health, and malnutrition. These social, economic, and human development ills may be addressed by participatory rural development strategies. Investing in rural development has the potential to develop rural areas and their population into competent and innovative farmers as well as successful entrepreneurs that can fully utilise their land resources to sustain themselves. To succeed in rural development, emphasis must be placed on ensuring that there is a widespread transfer of wealth and resources, education and skills development to the poor, and planning as well as executing of well-strategized development programmes that specifically meet the demands of the public (Onwuegbuchulam, 2018: 301).

In South Africa, the co-ordination of service provision and infrastructure has been decentralized to the local power in alignment with the Development Facilitation Act 67 of 1995, Local Government Transition Act 97 of 1996, and the White Paper on Local Government, 1998. Local governments have been mandated and entrusted with implementing IDPs and Land Development Objectives (LDOs) within this policy framework. In this regard, rural community development projects should be in conjunction with the municipal IDPs (White Paper on Local Government, 1998).

The IDPs must conform to the community participation-based approach to planning, and must be designed, developed, and executed at the provincial level, following discussions at the local level. However, findings by Mashamaite & Madzivhandila (2014:226) of integrated development planning processes have discovered that the IDP instruments are being used in a mechanistic manner with a heavy dependence on external consultants, not enough community involvement in the planning process (exclusion), not enough integration through local economic development plans, and inadequate institutional capabilities to carry out plans (discrepancy between IDP and the ability to implement).

Somkhele is a rural area, under the Mtubatuba Local Municipality, characterized by poverty and development challenges emanating from apparent neglect from the local government (Dladla, 2018). This study, therefore, explores the rural implementation of the IDP as a means of strengthening local government and improving efficiency as well as the effectiveness concerning the growth of rural areas and the supply of requisite services.

3.10 Local Economic Development and IDP

Local Economic Development (LED) is a local area developmental system that requires the mobilization as well as the development of local resources. It is motivated by the necessity to address the regional economy and societal challenges, as well as the prospects of overseeing the entire economic reorganization process. It is part of the objectives and larger growth process for which municipalities have been set up. It is one of the mechanisms that are accessible to achieve the objectives of improved life for all (Ndaguba & Hanyane, 2018:6).

There are numerous meanings for the word LED. These descriptions differ across the globe, from the established Western nations to the emerging countries of the East, to Africa, and Latin America. This is somewhat attributed to the objective of, as well as attitudes towards LED, and the requirements inside these nations which advise LED strategy, which may be defined as a bottom up method to economic development (Kahika & Karyeija, 2017:2).

For many years, a ‘struggle of ideas’ around the LED has been in existence in South Africa. This is because of the discussion on what shape or the direction LED must take, a pro-poor or a pro-growth approach. These two methods take a competitive and social well-being methodology have, nevertheless, been recognized as needed. The national government has not provided a transparent mandate regarding what approach the local government should take in South Africa (Rogerson & Rogerson, 2019:294). However, it is the broad consensus in South Africa that it constitutes a method of improving the local economy, according to the 2013-18 LED Framework of South Africa.

According to (Nkuna, 2016:29), the government is a major supporter of LED in South Africa, although municipal approaches to LED vary. The relatively small municipalities in rural areas concentrate more on pro-poor LED fight against poverty and programs that are of a small scale, concentrating on the development of community and abject poverty reduction-oriented methods. At the same time, municipalities that are larger and more urban, as well as the city municipalities, largely concentrate on pro-growth involvements that rely on large scale financing and creating a competitive edge in their respective areas.

As stated by Van der Waldt (2015:52), Local Government has a statutory developmental obligation (mandate) and as such is required to plan policies for social and economic progress and welfare. In this respect, the previous Department of Provincial and Local Government (now COGTA), showed that municipalities have been developing a broad range of policies. Such policies consist of industrial recruitment, place marketing, small enterprise promotion and support, community economic development, international trade, and local business retention as well as expansion. However, the difficulty with such strategies is that they are usually not coordinated and not aligned with a

comprehensive and integrated LED policy. It is therefore important that the best method be obtained to identify important factors for LED policy design (Auriacombe & Van der Waldt, 2020: 4).

In South Africa, the advancement of LED can be seen as dating back to the apartheid regime in cases where cities followed a restricted level of LED, mostly in the form of location making (Nel & Rogerson, 2016:110). When apartheid ended, the participation of the South African local authorities in LED events improved because of several regulations requiring them to participate. Presently, South Africa's local government's contribution to encouraging and executing LED is ensured through the Republic of South Africa Constitution of 1996, White Paper on Local Government of 1998 and the Local Government: Municipal Systems Act of 2000 (RSA Constitution, 1996, White Paper on Local Government, 1998 & Local Government: Municipal Systems Act, 2000).

The provinces play a key role in steering local authorities in the advancement of LED programmes via the IDP methods as well as in placing the national priorities into context and supporting them inside the experiences and specific characteristics of every province. The Provincial Growth and Development Strategy offers an important connection between state and local advancement practices and may be crucial for forming connections within LED to guarantee that growth at the sub-provincial tier is happening in an integrated way (Khambule, 2018:288).

LED representatives in South Africa require effective diagnostic means, concentration on the real economic challenges such as accurate economic data and value chain analysis to create good local economies (Hofisi et al., 2013:593). Adequate information on a local scale is considered a requirement for LED design and particularly for detecting the reasonable benefits of areas (Nel & Rogerson, 2016:111). However, the 2008 IDPs revealed that generally, local governments incorporated an economic summary of their local region. This was built on the 2001 Census, which is not only obsolete but at the same time does not include any significant local level economic figures because it is primarily focussed on the position of people roles rather than businesses (Hofisi et al., 2013:593).

Local economic development can be promoted through delivering cost-efficient public services and creating a fostering and investment-friendly climate. Municipalities must ease the regulatory restrictions at the local government level, to provide support for small micro-businesses and medium-sized businesses (SMME's) within the framework of encouraging societal and economic growth (Mokoena, 2017:467).

While each of the three branches of government has a responsibility to improve the legal environment and guaranteeing the accomplishment of the developmental results, such as local economic development, municipalities, it could be said that they play a key role in ensuring access to essential services and in setting up economic and social growth possibilities. Reaching these results requires collaboration among the private sector, societies, and non-governmental organisations working inside

the municipality. Even so, if sufficient resources and cooperation from national and provincial authorities are not available, implementing the NDP and LED becomes a big task.

Through its impact on poverty, health, education, and the environment, access to electricity improves socioeconomic conditions. One of the biggest obstacles to economic development is the absence of electricity and energy availability in rural areas (Mabizela & Matsiliza, 2020:3). The shortage of power, according to Pueyo & Hanna (2015:7), prevents economic growth because it is essential for businesses to increase production, income, and employment while decreasing workloads. But lighting is the principal application of energy in underdeveloped areas.

Therefore, LED aims to develop the financial capability of a municipal region, to enhance its financial potential as well as the standard of living for everyone. It is a method in which, civic, corporate, and non-governmental department associates operate as a group to build improved conditions for job creation and economic development. LED attempts to enhance competitiveness and therefore encourages sustainable economic growth. The IDP and LED are not final but indicate a continuous method of transformation aimed to develop a solid, accessible, modern municipal establishment in South Africa. IDP and LED both integrate a wide range of improvements that range from water, hygiene, power, residential, roads, to social growth matters such as the native property improvement, fight against deprivation, travel and leisure industry, and prosperity (Van der Waldt, 2018:695).

Rural residents encounter a number of obstacles to local development. This assertion is emphasized by the reality that rural communities are frequently politically marginalized, leaving them with limited opportunities for development and power over government policies and choices. A continuing issue is the inability to evaluate governance, service delivery, and development in order to increase accountability (Thobejane, 2019:110).

3.11 IDP and public participation

Public participation has turned out to be an important process in policies and the legislative structures for genuine governance in South Africa's democratic government which makes people-centered development a legal requirement at the local government level. The South African statute stipulates that people need to participate to determine targets and indicators in order to evaluate the implementation of municipal IDPs (Munzhedzi, 2020:92). Munzhedzi further state that the degree of involvement out of legitimate networks demonstrates the authenticity of the local authority structure of South Africa.

South Africa prides itself on encouraging public consultations and participation. The public's voices are crucial in decision-making in development projects (Tshishonga, 2020:73). Developmental local government has to abide by the core values of public participation that entail having community meetings and consultations before, during, and at the end of project implementation (Ngcamu,

2014:145). The participation of members of society is very important in promoting the principle of democracy, and good local governance (Gendel-Guterman & Billig, 2021:172).

The IDP has turned into one of the more integral mandated instruments of the democratic government that is legally required for developmental planning and authority (Gopane, 2018:29). The Local Government: Municipal Systems Act of (2000) specifies that the city council must establish standards of participatory governance, plus the requirements which motivate the local people and other interested parties to participate in the general public affairs. Constitutionally, the people are entitled to participate in government activities (Gopane, 2018: 29). Gopane goes on to state that when people get involved in the developmental plans, the whole method will probably be viewed as lawful and emphasize that the justification for establishing IDPs is due to the apartheid regional design and growth procedures that have left towns and villages in the country with these subsequent issues:

- The commercial and places of residence separated along racial lines.
- Development that fails to look after the impoverished citizens who travel long distances to access their work areas and any other public services.
- An imbalance in the distribution of public services between the rich and impoverished people.
- A growing number of informal villages and housing areas that are distant from the public services, making efficient service provision extremely difficult.

Public participation can take the form of roundtable gatherings by IDP officials, public IDP inquiries, Imbizos, ward committees as well as environments that will allow people to participate (Masiya, Mazenda & Gwabeni, 2021:326). Public participation includes numerous steps such as discussion, conflict resolution, peace-making, resolution, and debates between the public (Gopane, 2018:30). Participative stages of the IDP must be deliberate in determining and ensuring that important delegates and interested parties participate and they will act as representatives of the poor citizens who are illiterate (Mautjana & Makombe, 2014:55). Mbhele (2017:7-8) similarly stressed that public participation provides chances towards remedying the inequities of the historical hierarchical strict techniques, while also enhancing the chances of accomplishing sustainable development.

Public participation helps people make judgments concerning their outlook and therefore is extremely essential. Participation guarantees that the government could concentrate on the requirements of the different people in a relevant approach, while at the same time contributing to developing knowledgeable responsible people (Munzhedzi, 2020:92). In addition, the rationale for their involvement as stated by Mautjana and Makombe (2014:53) is as follows:

- A chance for people making decisions to learn the wishes.
- Further improve the choices based on the encounters of the residents.
- Promote fairness and integrity.

If citizens take responsibility for the functioning of their areas, it additionally improves the reliability of the political power. The DPLG set up the procedure that needs to be pursued to guarantee that the IDP is a success. Gopane (2018:30) claims that the DPLG founded the IDP forums in various municipalities to ensure that involvement leads to achievement. The DPLG (2002a) proposed that the IDP representative forums must include:

- Participants of the executive local committee council
- Councillors
- Traditional leaders
- Ward committee councils
- Heads of Departments, as well as the Senior Executives from the Local and Provincial Government
- Agents form structured stakeholder groups
- Activists
- Resource people or advisors
- Members of the communities (for example, an RDP forum)

The IDP delegates meetings are there for the interested parties to consider the greatest benefits of their respective areas and to provide a framework for negotiations, discussions, and sharing of a common process for making decisions (Gopane, 2018:31). Gopane goes on to state that the approach to urge people to participate can be carried out in different ways, for example in public hearing, appeals, committees, awareness-raising, roadshows, exhibitions, submissions coming from public responsiveness on the legislature's effort and handing out flyers. Gopane (2018:31) indicates that the elected Municipal Council members are going to consider the interests of their electorate through the local council. The delegate that is selected to represent the community is elected democratically by the same community to bring the community's demand forward. The IDP bureaucrat forums, as well as the municipal ward committees, constitute an important territory in which the IDP is executed. The latter phases are the IDP files that are reviewed yearly to bring together collective learning, the development of priorities as well as new resource possibilities.

The Local Government: Municipal Systems Act 32, 2000 (MSA), underlines several interconnected objectives such as providing the fundamental economic and societal needs of people in the formerly underprivileged communities of South Africa. It became clear that existing methods of planning and development are hampered by the absence of involvement and citizens focused progress, which enables people to have an impact on making decisions that concern them and their neighbourhoods (Sithole, 2016:25).

The 1998 White Paper on Local Government indicates that the public participation procedure in the IDP should be a bargaining strategy among the state and people, thus requiring the people to make

choices. Gopane (2018:31) contended that the primary purpose of the IDP procedure is the need to create a structure that allows participation for advancement, as a means to take into consideration individuals that were overlooked in financial pursuits.

Community involvement implies the direct engagement of the public regarding affairs of the comprehensive planning and development programs as well as governance at a local level. Public participation may be supported in the following ways and methods:

Table 2 Participation Method

IDP Phase		Participation method
Phase 0	Pre-Planning Phase	Process plan to prepare the IDP (milestones, etc). Plan to involve the public. Plan which allows for alignment with the District.
Phase 1	Analysis	Public meetings convened by Ward Councilor. Shareholder meetings. Public opinion surveys.
Phase 2	Strategies	IDP Delegate Meeting. Public discussions about what might work well in finding a solution to a problem. Discussion with stakeholders and communities concerned.
Phase 3	Projects	Stakeholder representation on project sub-committees.
Phase 4	Integration	IDP Representative Meeting.
Phase 5	Approval	Open debate and consultations with stakeholders as well as the community.
Phase 6	Monitoring and Implementation	IDP Representative Meeting.

Source: Adapted from Mohangi, 2015:116

It is critical that during a situational analysis, government stakeholders are made aware of what the community needs are and then engage with members on how to address the priority areas effectively and efficiently (Madzivhandila & Maloka, 2014:653-654). The community's involvement in the planning process, governance, and overall implementation of development initiatives at a local government level is required to guarantee that the public is involved in deciding which projects to pursue (Moyo & Madlopha 2016:103). At a local level, political activities and project implementation decision-making need to be on the same level because both of them impact people's social, economic, and human development status. These public consultations and participation are critical for positive

communication and engagement channels between communities and local government authorities. This process provides opportunities for the creation of an effective and responsive government.

The following hurdles need to be borne in mind while pursuing this noble initiative. The planned outcomes of public participation could ideally not be achieved as written. Disputes may arise and may discourage officials. The means of involvement might not be understood by the group and might diverge the meeting objectives. Frequently the electoral forces or an influential small number enforces proposals on struggling citizenry who see the local government method as a swift transformation to numerous social problems. This deceitfulness presents itself to a disadvantaged society whose main objective is instant gain. Corruption at the expense of people is prevalent in these situations and commonly helps the self-serving goals of those in power and authority. Consequently, the dispute in areas that have not been resolved has the potential to result in delays in consultation with the public as an attempt to prepare the IDP file comprehensive of the community opinions (Wittes, 2016:9). An additional challenge is the language that is used in community meetings. This realism poses a debate regarding how interaction is conducted during meetings as opinions cannot be easily conveyed. This obstacle affects a shared understanding in the meetings and could threaten events. If community members are not satisfied with the proceedings at these public meetings, they may choose to never be present or simply disrupt the meetings.

3.12 Public-Private Partnerships and IDP

Collaborations between both the local governments and the private sector were created because of the economic difficulties faced by the local authority. To deal with this problem, the local authority understood that economic progress can provide them with alternative financial resources and that the private sector could add to the attainment of this objective by investing, and the encouragement of the expansion of the economic activity. Public-Private Partnership (PPP) represents a form of private-sector support in the tasks of the local authority. The private partner contributes talents, investment, as well as commercial creativity, to improve government service delivery (Hermans et al., 2019:76).

Public-Private Partnerships (PPP) contracts between the public and private sectors main purpose is to ensure the delivery of properly sustained, expenditure-efficient public service, by providing private enterprise skills, and sharing risk with the private sector (Arimoro, 2018:2). These partnerships in South Africa are controlled by legislation and policies. These procedures are meant to ensure that the activities of the PPPs are in compliance with the general goal of enhancing the condition of services provided by the government, making sure that public services are available to all, and guaranteeing that public services are provided at a reasonable price.

Enhancing the domestic economic growth through PPPs is an essential evil program as each PPP plan, like every other venture, is uncertain (Mutuku, 2019:20). Iwegbuna (2019:6), claim that the PPP is a

language, intended to shadow other approaches and objectives, for example, the privatization and the backing of a private sector to offer services to the public at the cost of the government sector.

Iwegbuna (2019:6-7) argues that alternative delivery systems and public-private partnerships are more agreeable to individuals and institutions, which permits private institutions to acquire the market portion of the public service delivery in comparison to contracting out and privatisation, which in many instances creates opponents and critiques. It is thus, usual for the governments to utilize the term Public-Private Partnerships as opposed to contracting out and privatisation, to prevent the strategy critiques.

The National Development Plan (NDP) (NDP RSA, 2012) declares that infrastructure investments as a proportion of Gross Domestic Product (GDP) must expand from 21% in 2015 to 30% in 2030. This makes it necessary for the collaboration between the public and private sectors to finance and develop infrastructure. More extensive use of PPP funding may contribute to better decisions being made and more accountability in the preparation and evaluation of infrastructure investments (National Treasury PPP Unit, 2015:2). PPPs are important in IDP especially at Somkhele because they may assist with the acceleration of public and private services in the area, thereby enhancing the quality of living in the community.

3.13 Process of developing and aligning the IDP

In creating the IDPs, Section 24 of the Local Government: Municipal Systems Act (RSA 2000) calls for collaboration among the various spheres of authority. This needs an alignment of municipal IDPs throughout the municipal area and other entities of the state. To guarantee this focus, municipalities are supposed to present a structure for integrated development planning in their area (Local Government: Municipal Systems Act 2000: Section 27(1)).

The Member of the Executive Council (MEC) for Local Government has a responsibility to supervise the IDP procedure, offer support with the design where required, enable the coordination and configuration of IDPs and take the necessary action to settle disagreements about the preparation, drafting, implementation or evaluation of the IDPs amongst municipalities (Local Government: Municipal Systems Act, 2000).

The IDPs, five-year period lifespan is enacted as the comprehensive strategies of municipalities which take priority over other sector-specific strategies (Local Government: Municipal Systems Act 2000: 20). IDPs are designed to be the comprehensive strategies that must manage all the actions of a municipality. This is necessary to combine the results of all the various planning procedures of a municipality in a single file that demonstrate links among them. They must also show the fiscal implications of the various plans and strategies (Local Government: Municipal Systems Act, 2000).

The Local Government: Municipal Systems Act, 2000 details that a specific process is pursued through the compiling of the IDP procedure. In this context, the procedure for developing the IDP includes the following:

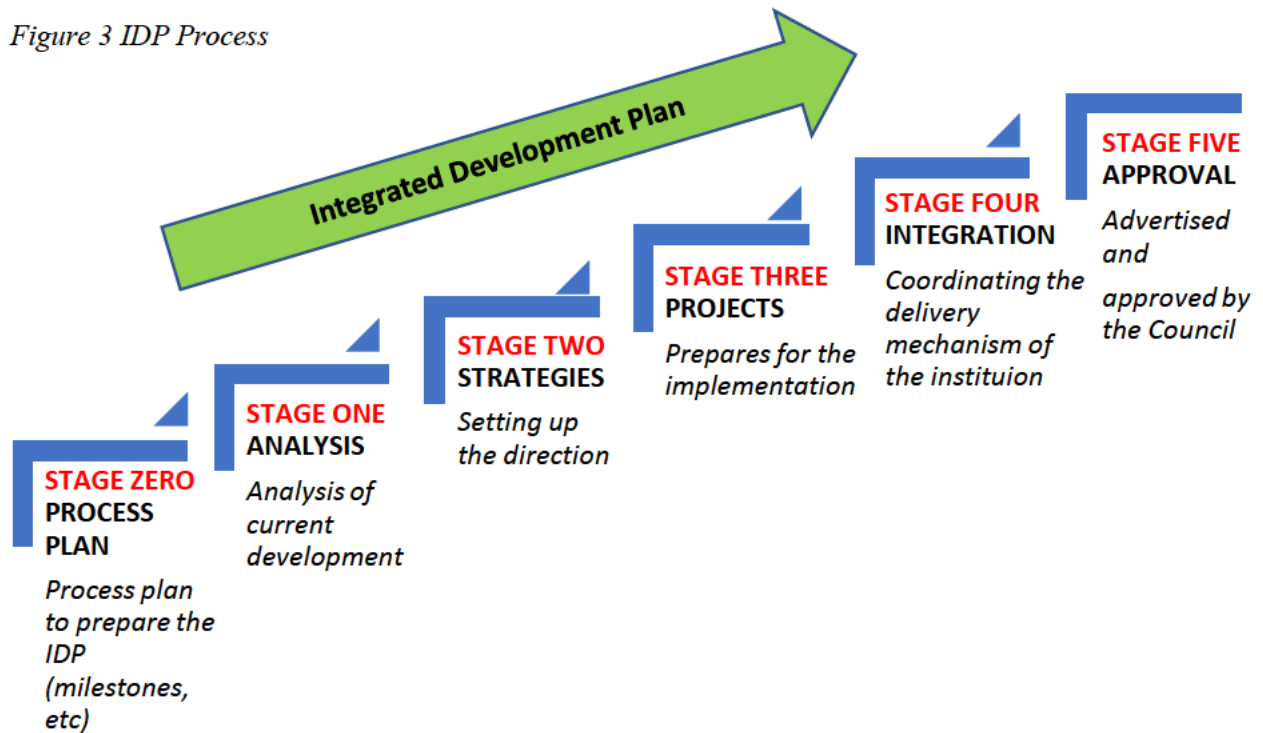
- *in accordance with a predetermined programme specifying timeframes for the different steps;*
- *through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for*
 - (i) the local community to be consulted on its development needs and priorities;*
 - (ii) the local community to participate in the drafting of the integrated development plan; and*
 - (iii) organs of state, including traditional authorities and other role-players, to be identified and consulted on the drafting of the integrated development plan;*
- *provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*
- *be consistent with any other matters that may be prescribed by regulation (Local Government: Municipal Systems Act, 2000).*

The Local Government: Municipal Systems Act also indicates that municipalities must set up processes for consultation and involvement in the IDP procedure in such a way that it complies with Chapter 4 of the Local Government: Municipal Systems Act. The IDPs are supposed to be a reflection of multi-sectoral programs that contain a diverse set of development programs and aspects varying from the water supply, power supply, public health, homes, roads, to human development issues like the land reforms, reduction of poverty, leisure industry, and local economic growth (Dlulisa, 2013:21).

3.13.1 Stages in the IDP Process

The entire procedure carried out to create the IDP comprises of six stages, such as process plan analysis, strategies, projects, integration, approval, and assessment. Stage zero is considered the pre-planning stage, during which the process plan is produced. Figure 3 shows how this procedure works.

Figure 3 IDP Process



Source: Adapted from DPLG & GTZ, 2001

3.13.2 Stage 0: Pre-Planning

During this stage, the municipality develops the Process Plan that it will adhere to, to prepare the IDP. This includes the key milestones and timelines from the beginning to the last stage, including the plan to involve the public as well as the alignment with the district. The pre-planning stage must be proposed and approved by the council to make certain that the procedure fulfils all the requirements and is in accordance with the conditions of the law (Fuo, 2013:236).

3.13.3 Stage 1: Analysis

In this stage, the data is gathered on the prevailing situations inside the municipality. It concentrates on the kinds of challenges encountered by individuals in the region and the underlying reasons for these issues. The issues found at this stage are evaluated and highlighted under the conditions of exactly what is urgent and what needs to be done at the outset. Detailed evidence about the accessibility of funds is gathered at this stage. After this stage, the municipality will have the opportunity to provide an evaluation of its current level of growth. More detailed information about priority issues and concerns as well as their causes are also obtained (Ruwanza & Shackleton, 2016:30).

3.13.4 Stage 2: Strategies

At this stage, the municipality focuses on discovering answers to the challenges that would have been evaluated in stage 1. This involves *forming a view*. This represents a declaration of the perfect position the municipality wants to accomplish on a long-term basis after tackling the challenges laid down in stage 1. *Development Objectives Identification* is a fairly explicit declaration of everything the

municipality wishes to accomplish in the medium-term period to deal with difficulties laid down in stage 1. For instance: Offer residents in remote areas safe drinking water. *Strategy Development* is applicable as soon as the municipality decides on where it intends to go, there is a need to figure out how to reach the desired outcome. Strategy development is searching for a good possible way for the municipality to attain a growth goal. *Identification of projects*, when the municipality has found a good approach to accomplishing its growth goals, it starts identifying concrete projects (Ruwanza & Shackleton, 2016:30).

3.13.5 Stage 3 Projects

This stage entails that the municipality operates on the model as well as the focus of developments discovered in stage 2. Clear specifics for every project must be drawn up in terms of the recipients of the project, the expense of the plan as well as how the project would be financed. Precise objectives should be created, and values worked out to evaluate the results in addition to the effect of specific plans (Ruwanza & Shackleton, 2016:30).

3.13.6 Stage 4 Integration

After establishing the projects, the municipality must verify that the projects add value to achieving the goals set out in stage 2. Such projects will provide a comprehensive view of the projects for development. All intentions for development must be incorporated. The municipality must also come up with comprehensive plans for matters like coping with the fight against poverty and developing infrastructure. These policies must be incorporated into the whole IDP (Ruwanza & Shackleton, 2016:30).

3.13.7 Stage 5: Approval Process

When the IDP is finalized, it must be sent to the Municipal Council for examination and authorisation. The municipality will have to determine if the IDP recognizes the concerns (challenges) which have an impact on the region and the degree of challenges that the plan and developments will add to dealing with the prevailing difficulties. The municipality must guarantee that the IDP conforms with statutory conditions ahead of approval. Ahead of the authorization of the IDP, the municipality must foster an environment where the community feels comfortable making comments on the preliminary plan. As soon as the IDP is revised following the contributions from the community, the municipality studies it for authorization.

When the municipality has approved its IDP, it must present a copy, accompanied by the Process Plan and the Framework for the IDP within ten days of acceptance to the relevant Member of the Executive Committee (MEC) for Local Governance for evaluation. The MEC must determine if the IDP complies with the law's provisions and does not clash with the IDP and policies of other municipalities as well as the organs of state in the province (Ruwanza & Shackleton, 2016:30).

3.14 IDP Planning and Budgeting

Every council of the municipality must approve its budget allocation for each financial year. Distribution of resources to carry out IDP takes place by way of the budgeting procedure. The IDP plans, as well as the available financial resources, must consequently inform the municipality's budget (Majam & Uwizeyimana, 2018:146).

There are four key components to a government budget:

- It acts as a political tool by allocating limited public resources to meet a jurisdiction's diverse socio-economic needs;
- It can be regarded as a managerial tool. It serves as a financial plan that specifies how resources are apportioned to ensure that community services are delivered efficiently;
- As an economic tool, the budget must steer local municipalities' growth and progress; and
- It's a tool for accounting that ensures that the officials are held accountable for both the spending and income of the plans through which they exert control (Shafritz, Russell & Borick , 2013:475).

3.15 Performance Management

Performance management is an instrument for checking the functioning of the municipality from the perspective of carrying out the IDP (White Paper on Local Government, 1998). A municipality is required to use a Performance Management System (PMS) that is consistent with the objectives, targets, and goals set forth in its IDP under Section 38 of the MSA, 2000. Performance management, thus, allows a municipality to determine and conquer significant challenges and direct planning for the future on the development goals and ensure that resources are used efficiently (DPLG, IDP Guide Pack, 2000).

The Performance Management System should establish a structure to ensure improved accountability among residents, officials, the municipal executive team, and the municipal council. Moreover, the PMS must offer adequate administrative data to enable effective decision-making, particularly in the allocation of funds (Mathane, 2013:92).

According to Sikrweqe (2013:25), to ensure that municipal services are maintained and improved, to guarantee that execution adheres to the timetable, the city's operations must be examined and appraised. Monitoring and evaluating the municipality's performance must include not just economic functions, but also matters of a non-financial matters regarding people, policies, and procedures.

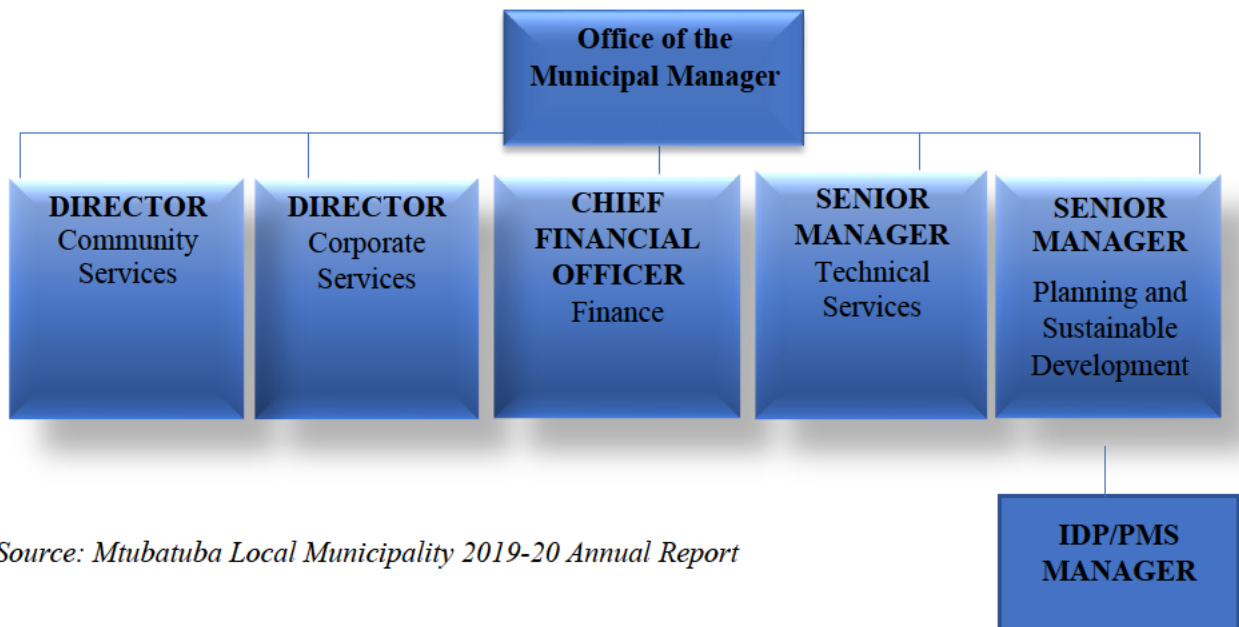
3.16 The Mtubatuba Municipality: An Overview

The Mtubatuba Local Municipality is situated within the Umkhanyakude District and is classified as a Category B Municipality. It represents one of the five local municipalities in the Umkhanyakude District, which is located in the Province of KwaZulu-Natal in the North-East. The municipality has been estimated to have a total population of 202 176 (Stats SA, 2016). Somkhele, is situated on an

expanding node along R618 about 10 kilometres from the N2 to the Hluhluwe-Umfoloji Park and 13 kilometres from the Mtubatuba Town (Mtubatuba IDP, 2018/19).

Figure 4 depicts the Mtubatuba management structure, which denotes the Senior Municipal Management, which is led by the Municipal Manager, who also serves as the Accounting Officer. The Senior Municipal Management is entrusted with coordinating and enabling the planning and execution of the IDP within the municipality. This function is located within the Planning and Sustainable Development unit which reports directly to the Municipal Manager. The Planning and Sustainable unit's functions include, Integrated Development planning, Municipal Planning, Performance Management, Local Economic Development and Tourism, Building Regulations and Environmental Management (Mtubatuba IDP, 2018/19).

Figure 4 Mtubatuba Local Municipality Organogram



Source: Mtubatuba Local Municipality 2019-20 Annual Report

Municipalities have been entrusted with the obligation of delivering essential services as specified in Chapter 5 of the Municipal Structures Act which includes, safe drinking water, housing, power supply, sanitation, removal of waste, and roads. These are the fundamental rights and elements of the rights that preserve human pride in the Constitution and Bill of Rights (Municipal Structures Act, 1998).

The Mtubatuba Local Municipality's Integrated Development Plan (IDP) for the 2020/21 fiscal year established six (6) Key Performance Areas (KPA's) for the period under review. The following are the KPA:

- KPA-1: Municipal Transformation and Institutional Development
- KPA-2: Basic Service Delivery and Infrastructure Development
- KPA-3: Local Economic Development

KPA-4: Municipal Financial Viability and Management

KPA-5: Good Governance and Public Participation

KPA-6: Cross-Cutting Interventions (Mtubatuba IDP 2020/21).

3.16.1 Mtubatuba Local Municipality Key Challenges

Table 3 Mtubatuba Local Municipality Key Challenges

Key Performance Area	Mtubatuba Municipality's domestic challenges
1-Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> • Absence of capability at Local Labour Forum • Insufficient budget allocated to Councillors and personnel training
2-Basic Service Delivery and Infrastructure Development	<ul style="list-style-type: none"> • Infrastructural issues • Insufficient funds for developing infrastructure • Insufficient upkeep of equipment • Delays in road repair • Restriction of subsidies • Absence of Spatial (Referencing) Capturing of capital projects (Mapping) • Backlogs in housing as well as the lack of execution of the Housing Sector Plan • IGR Structure non-functional
3-Local Economic Development	<ul style="list-style-type: none"> • Water scarcity • Reconsideration of LED Approach • Improving LED platforms
4-Municipal Financial Viability and Management	<ul style="list-style-type: none"> • Dependence on government subsidies • Absence of consistent income • Unqualified Audit Opinion
5-Good Governance and Public Participation	<ul style="list-style-type: none"> • Inadequate operation of IGR structures • Loopholes found in the municipality's communication techniques • Draft Batho Pele Policy Framework and Service Delivery Improvement Plan
6-Cross-Cutting Interventions	<ul style="list-style-type: none"> • Absence of Integrated Spatial Plans • Municipal Planning Tribunal not established

Source: Mtubatuba Local Municipality IDP 2020/21

Table 3 above represents Mtubatuba Local Municipality’s main inner challenges. Furthermore, as stated by the Mtubatuba Local Municipality 2020/2021 IDP, there are outside challenges that the municipality also faces, these are detailed below:

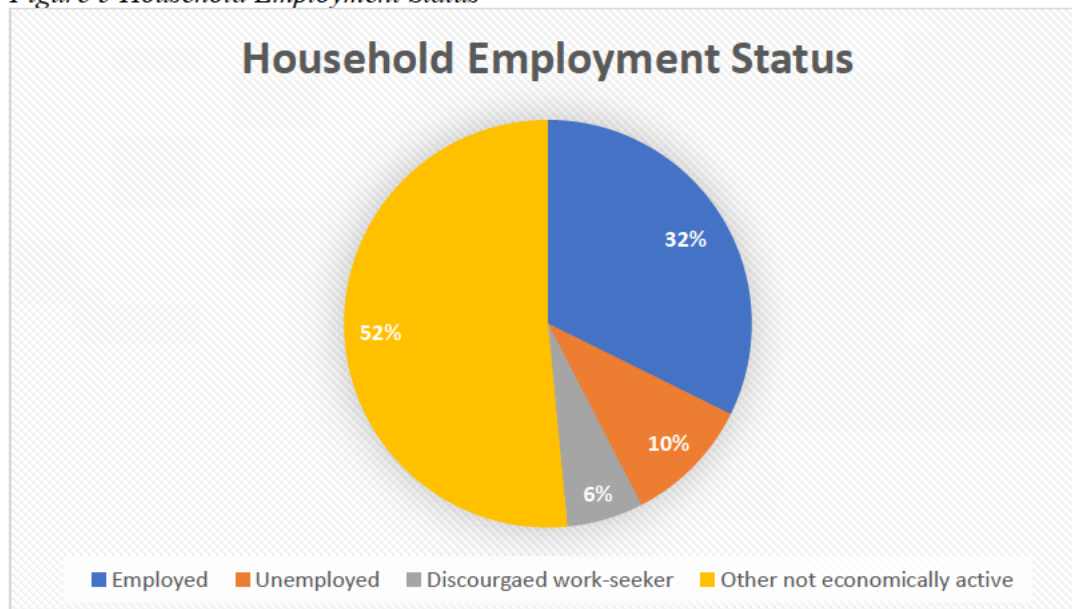
3.16.2 Population Demographics

The population profile of Mtubatuba shows traits of mostly young people where nearly 56% are aged not more than 30 years (Mtubatuba IDP, 2020/21). This is a sign of an opportunity for learning establishments. In this age group, individuals above 20 are anticipated to be active in economic terms (Mtubatuba IDP, 2020/2021).

3.16.3 Economic Profile

According to figures from Census 2011, nearly 32% of homes in the Mtubatuba Local Municipality are in employment and jobless households make up 10% (Mtubatuba IDP, 2020/21). It is troubling to mention that more than 52% of the households are not financially involved (Mtubatuba IDP 2020/21). Discouraged job seekers make up 6% of the households, representing discouraged job seekers, who are people that no longer have the motivation to work due to the lack of job opportunities (Mtubatuba IDP 2020/21). As seen in Figure 5, 1% of the household heads are below the age of 15 years old (Stats SA, 2011).

Figure 5 Household Employment Status



Source: Statistics SA, 2011

The Mtubatuba economy is predominantly made up of public Services (26%), followed by farming (15%) and retail and wholesale (13%) segments. The unknown segment contributes about (14%) of the municipality’s financial system. The Mtubatuba’s financial strengths are amongst others, in the leisure industry, which is specifically linked to St Lucia and the Park as well as other employment

establishments across numerous and diverse happenings in light industrial, commercial, mixed-use, business, hotels, administration, and expanded housing growth with related health, education, communal infrastructure, and facilities (Mtubatuba IDP, 2016/17).

The primary source of revenue in the region is subsistence agriculture, but owing to the region's environmental resources, eco-tourism is a sustainable and increasing business. Many conservation parks, for example, Hluhluwe-Umfolozi game reserve, Thembi Elephant Park, Mkuzi Game Reserve, and Ndumo Game Reserve, have been proclaimed to protect the area's biological diversity and environmental attraction. Deterioration of resources due to forest destruction, overexploitation, and urban development are current dangers to maintainable growth as unspoiled biological spots are turning into fragmented and restricted areas for preservation (Kideghesho et al.,2013:4).

Bearing in mind the history of apartheid, areas with usually higher percentages of minorities (whites) have proven to be massively privileged in the economic as well as other terms whilst the Black South Africans are still struggling economically. Traditionally, the rural society relied on subsistence farming including livestock farming, crop farming, and small local business enterprises. In 2015, KwaZulu-Natal was among the five Provinces that were declared disaster areas due to a prolonged drought. Northern KwaZulu-Natal, where the Mtubatuba Municipality is situated, was severely affected by a drought which adversely affected the important sources of income for the local people which include livestock and crop farming (Mtubatuba IDP, 2016/17).

In the Mtubatuba Municipality area, the situation has been further exacerbated by the mining activities that are taking place within the local black community of Somkhele. In terms of Local Economic Development (LED), Tendele Coal Mine is providing jobs to the local people, but it brings with it huge social and environmental problems such as pollution, displacement of families, and marked environmental degradation. While the Somkhele Coal Mine is presently providing various support to community development projects and programs in the area, it comes with difficulties for the community. The mining operations have worsened the water scarcity, soil, and atmospheric pollution, with the latest struggle for land as the mining operations expand. The community finds itself not being able to plant and graze their livestock because most of the land has been fenced by the mine (Hansen & Bandile, 2015).

Most of the displaced families are not fairly compensated by the mining company which leaves the majority of the people homeless and with no income as their land has been taken away from them and this, in turn, exacerbates poverty in Mtubatuba. The operations of the mine have consumed the vast majority of the public services that might have been mostly directed towards the area (Hargreaves, 2016). Poorly developed rural infrastructure, low skill levels and a shortage of entrepreneurs all contribute to a lack of business development since no business is motivated to invest in the area.

3.16.4 High Unemployment and Crime Rate

The municipality's unemployment and crime rates to date are still very high (Mtubatuba IDP, 2018). The incapacity to achieve material success, according to Strain Theory (usually characterized by a shortage of employment opportunities) can disturb those ranking at a low level in the community structure because of a lack of financial resources which subsequently and possibly creates vengeful crime (Mazorodze, 2020: 2).

This emphasizes the need for the municipality to create and implement programs to increase social, economic, and educational programs to build skills and abilities, particularly for the youth to address the needs of the labour market. The municipality has requirements to improve recreational facilities in the area. Such programmes may assist in reducing the recurrence of social ills and other disturbances. The huge amount of school dropouts, substance abuse, and criminal activities are often associated with this age group. These matters have been identified at the ward level but no clear evidence of strategies and programmes aimed at designated groups such as the youths could be found (Mtubatuba IDP, 2012/13). According to figures from Census 2011, nearly 32% of households in the Mtubatuba Local Municipality are in employment. Jobless households make up 10%. It is troubling to mention that more than 51% of the households are not financially involved, whereas just 6% of the households are job seekers who are dissatisfied and 1% are less than 15 years of age (Stats SA, 2011).

Between 2001 and 2011, the average household income in Mtubatuba has significantly increased (Mtubatuba IDP, 2020/21).

3.16.5 The level of illiteracy

The 2020/21 Mtubatuba IDP revealed that of the overall local population, nearly 37% had never been to school, and 44% have some elementary and secondary education. This indicates that learning and education is a big challenge in this area as around 80% have up to the secondary level of schooling. Higher education accessibility has declined from 5.3% in 2001 to 3.2% in 2011. Admission to primary schools is at 90%. The decline in achieving higher education qualifications can be linked to the lack of higher education institutions within the area. The illiteracy rate is high, and it has negative effects on the economy of the region due to skills shortage. The rate of illiteracy in the area has a direct link to the economy as the people continue to rely on government subsidies. It is understood that improving literacy levels in the local area could also improve the domestic economy because the citizens would be able to develop, and in some cases improve their skills (Mtubatuba IDP, 2020/21).

There are not enough schools in all the municipal wards. Children travel long distances to gain access to education. The municipal wards are extraordinarily large which means that the development of schools often does not cater for all those who may need schooling facilities. For example, if a secondary

school exists in one section of the ward, other learners who live further away will not be able to access education because of the distance they have to travel. This has resulted in pupils dropping out of school because some parents are unable to meet the transportation costs and the problem is comparable to that of gaining access to public library facilities (Mtubatuba IDP, 2018/19).

Basic education is not the municipality's responsibility; however, it is occasionally required to provide aid to the schools and other establishments of education with learning and additional resources to ensure that pupils benefit from the education system. The Department of Education has been appraised on the matter and investment will be necessary to increase entry to high-quality basic schooling and to improve the results of state schools (Mtubatuba IDP, 2018/19).

3.16.6 The provision of basic services

Most residents do not have formal sanitation as 61% use either the pit latrines or do not have any kind of sanitation (Mtubatuba IDP 2020/21). This has grave health implications as the country and the world is dealing with the COVID-19 pandemic. The Municipality should therefore prioritise access to toilets and/or ablution facilities to reduce the backlog and better the lives of the local people. Water shortages in the area will undoubtedly raise contact with the disease and possibly take the lead to the propagation of this disease (Phindela, 2020).

Frequent water cutbacks all over the municipal area have been reported. This impairs drawing large stakeholders or industries that require significant quantities of reliable water services. Water shortage in the region has been a problem for quite some time. Water shortages in Mtubatuba have led to the growth of private bulk water vendors who fill water tanks for R250, according to the Daily Maverick in 2020 (Erasmus, 2020).

Water scarcity is suppressing the financial growth and development of the Municipality, for instance, the water runs out during peak tourist season, resulting in tourists fleeing the Municipality resulting in its residents going out of business.

A waste collection service is available to 10.5 % of the Mtubatuba Local Municipality. Waste removal is not available to 14% of the population, indicating that the Municipality is poorly supplied with waste management services. Only about 1% of the population has garbage collected once or twice weekly, and 74% of the population has its own waste dump that is not supplied by the municipality. In 2011, rubbish collection services were provided to 13.3% of the Mtubatuba Local Municipality. This shows that the municipality is poorly supplied with garbage management services. As per (Table 4) below, there are very few developments that have taken place as there is an improvement of 2% since 2001 (Mtubatuba, IDP, 2020/21).

Table 4 Distribution of waste removal from 2001 to 2011 and 2016

Municipality	Collected by Municipality/private company			Collective/Private waste dump			No waste dumping		
	2001	2011	2016	2001	2011	2016	2001	2011	2016
Mtubatuba	2812	5118	3630	18505	25105	37122	3508	3448	951

Source Adapted from Mtubatuba IDP, 2020/21

The Municipality's St. Lucia Waste Disposal Site (WDS) was identified as one of the locations that needed to be shut down and improved based on the evaluation that had been done in 2014. The site has caused significant environmental pollution and environmental damage. The site has also neglected the enforcement of the constitutional duty of safeguarding the right of the local people to an atmosphere that is not hazardous to their wellbeing by avoiding toxic waste and environmental degradation (Matshisevhe, 2014).

Electricity is now available to a larger number of houses which has been documented with 45% of households having electricity in 2001 and a second major increase in 2009 which meant that 60% of households had electricity (Mtubatuba IDP, 2020/21). Even though electricity usage has increased, its supply is poor.

Health services in the Mtubatuba Local Municipality are scarce. This combines clinics and hospitals under the National Planning Standards for Health Facilities. For every 6000 dwellings, a clinic must be built after a distance of 5km. Settlements in deep rural communities must be given priority for the mobile clinic facilities. These services seem to be inadequate in some specific areas of Somkhele.

Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome HIV/AIDS has drastically impacted the future of the municipality. A large number of people have been afflicted by the HIV/AIDS epidemic in the Mtubatuba Municipality area leading up to serious societal, emotional, economic, and learning problems (Mtubatuba IDP 2020/21). According to a study undertaken by a group of experts at the Africa Centre, the number of youths infected with the HI-Virus has increased significantly in the local area in recent years. Child-headed households, poverty, reliance on social grants, and deteriorating quality of life have been documented to be on the rise (Harrison, Short & Tuoane-Nkhasi 2014:597).

Spatial development in the municipality has not managed to combat the disparities caused by apartheid. Rural areas remain impoverished, and there are huge differences between rural and urban communities. This needs to be tackled to encourage progress in both social and economic terms. In the municipality, the rural-urban split still exists.

The poor state of the road network within the municipality hinders access as well as economic development. The road system in the region is bad and certain parts are unreachable on rainy days or rainy seasons as some of the streets are slippery. Generally, the entrance to the routes has gravel and in

areas where roads have gravel, they are poorly maintained or have no maintenance at all. Potholes are also a major issue that causes accidents and damage to vehicles. Due to a lack of adequate transportation infrastructure, it makes it harder for other businesses to be attracted to the area. This directly impacts the local economic development as good road infrastructure is required for its sustenance.

The Mtubatuba Local Municipality has been recognized in the Integrated Sustainable Rural Development Strategy (ISRDS) as one of the 13 nodal districts identified for the special attention for rural development interventions by the national government. The district should be included notably in the resources and plans of different government ministries. Enactment of the ISRDS picked up speed during the early 2000s but ever since then, it has remained dominated by a new city concentration and drive to help enhance local competitive edge using the city's nodes as hubs of financial activity. As a consequence, ISRDS has had a limited effect on tackling poverty alleviation and fostering rural growth in areas like uMkhanyakude, although Mtubatuba through Lubombo Spatial Development Initiatives (LSDI) is also benefiting through the Dukuduku Corridor Development. Along this corridor, there are several growth projects which are currently underway and others that are scheduled to take place (Pryke, Roets & Samways, 2016:2).

3.17 Conclusion

The IDP is well regarded and is an important tool for aiding grassroots development. It can be observed that the success of the planning and adoption of the IDP is largely reliant on the participation of all the stakeholders which is critical for the stimulation of the local economic growth. This section is crucial in explaining why South Africa adopted the IDP. This chapter looked at the conceptual and theoretical underpinnings of Integrated Development Planning as an important part of local administration in South Africa.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

This chapter discusses various research designs and methodologies that were applied to respond to the research's goals and objectives. The chapter discusses the research paradigm, research design, and strategy used in the study. This chapter also discusses the employed data collection methods, the sampling strategies and sample sizes, data quality control, measurements, data analysis, and ethical considerations.

4.2 Research Paradigms/Worldviews

The term paradigm is used to describe the philosophical beliefs that guide the actions and define the worldview of the researcher. Some scholars use the world paradigm and worldview interchangeably (Rahi, 2017:1). The term, worldview will be utilized throughout the study.

Worldviews are defined as the “unavoidable all-inclusive structures of meaning and meaning-making that substantially inform how humans interpret, enact and co-create reality” (Hedlund-de Witt, 2013). These are important lenses through which society sees and screens a reality. Worldviews do not only shape the individual's perception of certain issues but also influence the readiness of people to participate in the issues around them. Worldviews are an important part of people's identity. People may react negatively when their opinions and ideas are questioned or opposed (George & Park, 2016: 213).

Without a doubt, individuals have virtues and responses to the circumstances they face in their lives. People have ambitions, preferences, and things that they may not particularly be fond of. People hold certain qualities higher than others while rejecting others. These systems shape the way people make judgments, instincts, and general responses to life's circumstances. Whether people are aware or unaware of them, worldviews shape the way people make decisions and the way people perceive the world they live in (Chuang, Manley & Peterssen, 2020:4035).

This study adopted a transformative worldview, which states that research inquiry needs to be intertwined with politics and political change agenda to confront social oppression at whatever levels it occurs (Shannon-Baker, 2016:327). Involving participants in the investigation process is not the only purpose that the transformative worldview focuses on, but also focuses on advancing social justice. The researcher had to consider power imbalances that exist in the research relationship and recognize limitations of organized domination on action and behaviours, even if the participant is not able to mention it or they are highlighting it as suppressed oppression. Raising awareness is the first phase of any transformative research (Shanon-Baker, 2016:327).

The features of transformative research are awareness and general concern for marginalised communities. The transformative worldview focuses on the social tensions that may arise when power dynamics come into play around matters disturbing the community. The approach focuses on socially appropriate plans that will create a conducive environment. In turn, that will promote an understanding that creates sustainable societal transformation (Stetsenko, 2019:10).

Adopting the transformative worldview, this study was conducted in the Somkhele community which is a rural area in the Mtubatuba Local municipality. The area was set aside for black people by the apartheid administration to reside away from the central business districts moving them away from the economic areas. Poverty, unemployment, and service delivery issues characterize the area. The area has a significant number of unemployed people. Using the transformative worldview is significant because it focuses on how marginalization affected the lives of the people and how marginalisation continues under the new dispensation (Dladla, 2018).

The study was undertaken primarily to observe change and growth in the area and to assess the way the Mtubatuba Local Municipality develops and implements its IDP and how it responds to making living conditions better for the people of the Somkhele community. Empowering and involving the community on matters that concern them creates a sense of belonging and the people would positively want to contribute to making certain that the area is elevated sustainably for the community as a whole and for future generations to come. This is an important aim of the transformative worldview, which is to bring about political change agenda and transform the lives of marginalised communities. In terms of epistemology, scholars argue that we cannot study society or its problems from the outside because we are part of the world and study society from the inside (Levers, 2013: 3).

This study is transformative because it focuses on the researcher's own life during the study and the research changes the researcher's ideological standing. The outcome of a transformative worldview is shared learning with researchers benefiting from the knowledge of those who have struggled for a long time under uneven or unjust circumstances and study participants obtaining new insights into their own lives and making changes with the help of the researcher's skills. The ultimate goal of transformative research is empowerment which is what the study aims to achieve.

4.3 Research Design

The study design discusses the overall approach that the investigator selects to include the various components of the investigation clearly and logically. To ensure that the investigator effectively addresses the issue being investigated, it sets up a plan for collecting data, measurements, and analysis. The research design binds the whole study together. It is a process for carrying out the investigation, how and when the researcher collected the data from participants, from which participants, and in what way the collected information will be evaluated (Sarpin, 2015:62).

According to Ahmad et al (2019:2), there are three types of research methods, qualitative, quantitative and mixed methods. The method is determined by the kind of investigation, the issues that the investigator is attempting to respond to, and the information necessary to answer the problem.

The study is a qualitative exploratory study, which examined how stakeholders evaluate IDP implementation in Somkhele. Qualitative investigation is used to get insights into communities' emotions and thoughts, which might provide the foundation for potential future independent qualitative research (Sutton & Austin, 2015:226). Qualitative investigation takes into consideration the innate environment in which the people or groups operate, as its goal is to offer extensive knowledge of the actual world's difficulties. Qualitative research represents a form of collective action which emphasizes how people understand and interpret their own experiences to comprehend societal realities of people. Qualitative research utilises interviews, diaries, journals, school room reflections, engagements, open-ended questionnaires to acquire, analyse, and understand the data analysis, the content of photographic as well as the text-based raw material, and verbalized record (Zohrabi, 2013:254).

As this study is exploratory, it aims to explain how and why a certain phenomenon in society, or system, functions in a specific manner. It attempts to assist in better comprehending matters of the world and appreciate the collective world in which we live (Mohajan, 2018:24). The research aims to answer the following:

- What is the legislative and policy framework for integrated development planning in South Africa and Kwazulu-Natal in particular?
- How does Mtubatuba Local Municipality implement IDP projects for the Somkhele community?
- What are the various factors that facilitate or hinder IDP implementation in the Somkhele community?

The researcher was able to employ open-ended questions in exploratory research to allow participants to express their thoughts and feelings without constraint or limitation. This process may develop an area worth investigating further. Data was collected from various stakeholders, namely the Mtubatuba Local Municipality officials, the community members of Somkhele, local councillors; Headmen (*Izinduna*) from the Mpunkunyoni Traditional Community to get a perspective of how the IDP was created and implemented to improve service delivery in the community.

4.4 Research Strategies

A research strategy is a comprehensive strategy detailing how the investigator should answer the study's research questions. The research strategy must be chosen by the study questions and objectives, and the degree to which current knowledge about the subject matter will be studied. The investigator's philosophical underpinnings, the amount of time and resources available (Al-Ababneh, 2020:87).

A case study is a technique of collecting information where detailed descriptive data about a particular object, or circumstance, is gathered, organised, interpreted, and offered in a descriptive format. The subject matter may be an individual, a school, a community, or any entity (Gustafsson, 2017:2). Gustafsson further expounded on this by stating that the case study approach is useful for defining cases as well as for exploring a setting to gain an understanding of it; it is not intended for case analysis.

This research employed a case study approach which looked at the Mtubatuba Local Municipal area of Somkhele. A case study is a method based on evidence that explores a present-day occurrence (the case) in detail and its actual perspective, particularly when the borders between the occurrence and the perspective may not be obvious (Yin, 2018:15). This means the issue under study is thoroughly scrutinised as an instance of an actual living occurrence, inside the natural environment where it occurs.

Case studies are a form of descriptive inquiry exploring people, groups of people, or a component (Hale, 2018). In the study, the case is the Somkhele community. A case study approach must be considered when the research's focus is to respond to how and why questions. With a case study approach, it is impossible to influence the behaviour of those who are involved in the research. It is important for covering background circumstances because the researcher believes that they are appropriate for the occurrence under investigation and the restrictions are not obvious among the occurrence and background (Yin, 2018:11).

As indicated by Jawi (2014:27), the effectiveness of case studies rests in that they promote study techniques that assist in assessing thought processes throughout a continuing time frame, for instance by numerous discussions. It may also be a valuable approach when the analytical unit, or the matter in question, is the collective unit like a company or society. In this case, the researcher conducted interviews with the Mtubatuba Local Municipality officials, the community members, Izinduna and ward councillors.

The study was conducted in the Somkhele community which has seven villages (Myeki, Mahujini, Ntandabantu, Esiyembeni, Machibini, Ugengele and Dubelenkunzi). Somkhele is the case and the villages in the area are the units of analysis. A single-case design was selected because the context is a representative one. A single case may represent an important contribution to knowledge and concept

building. Such research may be able to change potential investigations in the whole field (Yin, 2018:17). The study was bound by time and place which means that the data collecting timeline had to be strictly adhered to as well as collecting the data from the Somkhele case study area. Binding the case guarantees that the research stays realistic in its scope (Njie & Asimiran, 2014: 37).

4.5 Data Collection Methods and Instruments

The tools, procedures, or processes that a researcher employs to obtain data on the issue under investigation are known as information collection methods. Semi-structured, in-depth interviews with open-ended questions were used in the study to allow for flexible responses and to note emerging themes if any, for both the interviewer and the participant (Kabir, 2016:202).

Data collection methods are essential since they specify how data is gathered, how it will be used as well as what details it can produce will be defined by the method and analytical method used by the investigator (Paradis et al., 2016:263).

The study utilised interviews as the primary means to collect data from a sample of individuals using a range of pre-set questions to ask or a set of attention areas. Interviews were recorded using a notebook and a voice recorder. Interviewers need to actively listen in and ask questions, investigate, as well as prompt to gather deeper information. Interviews are ideal when they are used to detail contributors' accounts, experiences, or anecdotes regarding viewpoints about and reactions to certain circumstances or occurrences (Varpio & Meyer, 2017:155).

The data from the interviews were used to produce themes. Interviews normally generate wealthier, even greater in-depth information but they require more time and funds to conduct and carry out a detailed analysis. The number of interviews necessary is determined by the study question as well as the overarching method applied (Schneider et al., 2017:372).

The interviewer used interview guides. An interview guide, which is mentioned here as a protocol, provided guidance for carrying out the data collection process and the later analysis. This protocol helped to support specific discussions in the research participant's individual experiences and facilitated the relevant documentation of the chronological order of events in the interview. The protocol offered some stability in carrying out a series of interviews (Castillo-Montoya, 2016:811).

The use of in-depth interviews allowed for flexibility since it allowed the researcher to ask certain questions that suited the participant and probed the responses as the interviews unfolded. The use of in-depth interviews was more interactive since the study was based in a rural community. The researcher wanted to make the participants comfortable to express themselves to gain maximum, truthful and honest results from their responses. With in-depth interviews, it would not be easy to generalise because

ideally a small sample would be selected, and when similar themes and stories start to emerge that would mean that a sufficient size has been reached (data saturation) (Fusch & Ness, 2015: 1411).

Field notes were also an important data collection method for the researcher whilst observing the partakers. Public documents in the form of municipal reports and meeting documents regarding IDP implementation in the area were also used. Historical research is the procedure of studying earlier events carefully to give a specific account of previous events. It is a detailed description and clarification of previous events that include an interpretation of such events to recall consequences, behaviours, and ideas that have shaped such events. Journal articles on IDP implementation in South Africa and from other countries, newspaper articles, and magazines about the community constituted critical secondary sources for the study. Historical research allowed the researcher to look at past events to evaluate the situation that the community was in before and to compare it to the current and prevailing reality. History is important to see where one comes from for one to be positioned to build and learn from the challenges (Buckley, 2016: 881).

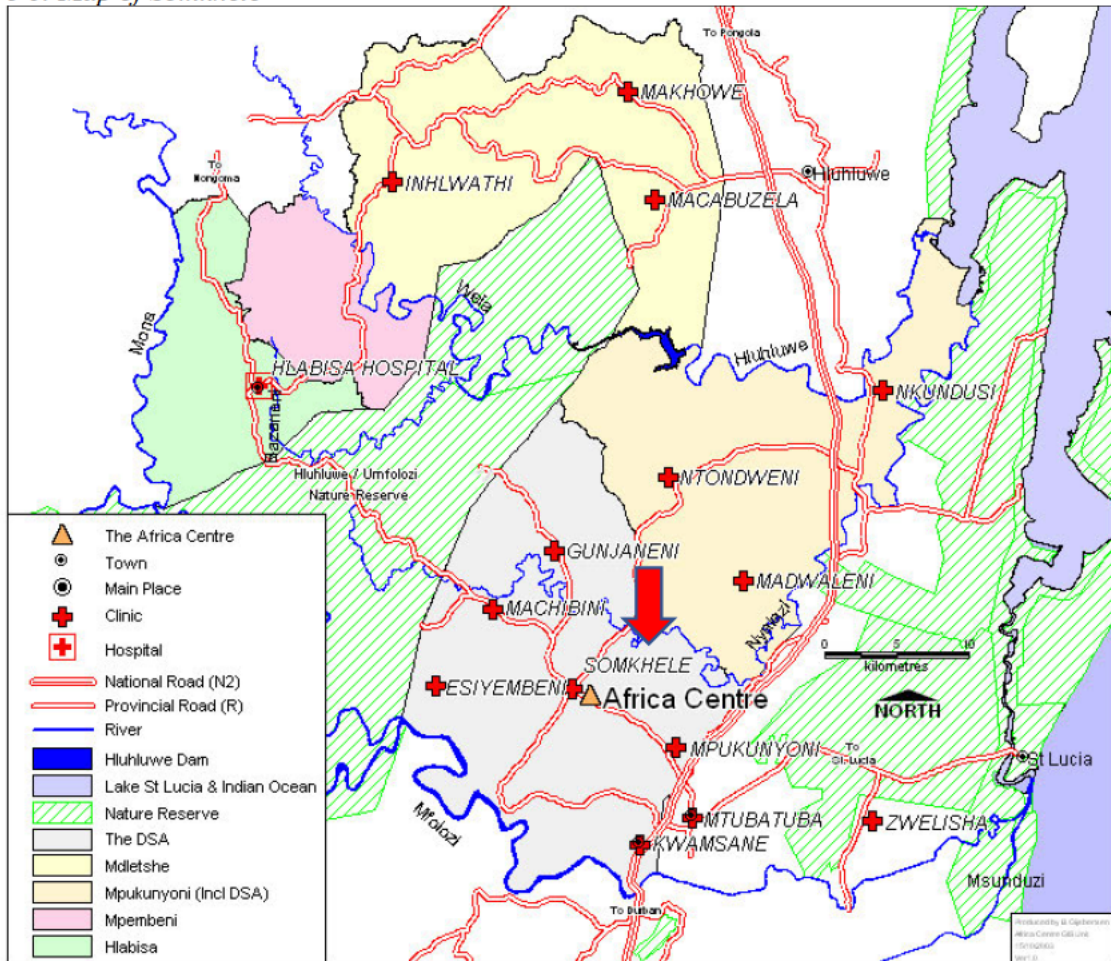
During the interview with the participants, audio-recorder and notebook were used to record data. Often recordings are used to enable additional reliable transcripts (Sutton & Austin, 2015: 228). The data collected on the individual encounters of actual people and the tales penned to the paper, these encounters are engrossing in in-depth interviews since they are tales concerning fellow people and the perpetually captivating subject for most folks.

The COVID-19 crisis had an impact on the way people operate and interact remotely. It also influences the way the research is done. Many researchers are compelled to put off acquiring data or rework their efforts in light of social-distancing strategies. Qualitative research frequently uses in-person interactions such as fieldwork, focus groups, and interviews to gather data. Researchers and students can get qualitative data in a variety of methods, including by collecting already-written material or using the internet (Jowett 2020). Due to the COVID-19 pandemic, the researcher managed to collect data in the field with strict COVID-19 protocols being followed such as using masks, sanitizing, and social distancing.

4.6 Study Site

Situated in the far Northern region of the Province of KwaZulu-Natal in South Africa, uMkhanyakude is the second biggest district with an estimated population of 625,846 (uMkhanyakude IDP, 2018). The district includes four local municipalities, namely the Mtubatuba, Hlabisa/Big 5, Jozini, and uMhlabuyalingana. An enormous amount of property is in the traditional domains of authority under the management of the Ingonyama Trust. The other areas remain established under municipal preservation or private ownership (uMkhanyakude IDP, 2018).

Figure 6: Map of Somkhele



Source: Africa Centre, 2020

Somkhele is under the Mkhwanazi Traditional Authority. The area has numerous service provision challenges, abject poverty, and a lack of economic development in the area. For enterprise and job opportunities to be generated in the local area, the fundamental needs are necessary for the local community in addition to the entrepreneurial environment if society is to be positioned to flourish and shift beyond poverty (Biyela et al., 2018).

The location was selected because it is at the core and heart of service provision challenges. This is where major challenges are currently being faced as well as where the largest number of service delivery demonstrations were taking place. Poverty and the unemployment rate are still significant challenges following the country’s new dispensation (Zulu, 2020).

4.7 Population and sampling

To respond to the study’s questions, it is unlikely that the investigator can gather information from all situations. Therefore, there is a need to select a sample. Sample collection is the method of choosing parts (people, organizations) from people of importance to ensure that by examining the example,

one can relatively simplify the findings from the population from where they were selected. With probability sampling, each person or subject has an equal probability of being selected for the study. In non-probability subjective methods of selecting the participants for the study, not every person has the same opportunity of being chosen (Taherdoost, 2016:18).

4.7.1 Target population

The target population is the total number of people who satisfy specific requirements for a study. A sample frame is a set of items of all the real-world occurrences that will be sampled. The sampling structure must be reflective of the population (Asiamah, 2017:1612). The target population for this study was the Somkhele community members who have lived in the area for more than 5 years, Mtubatuba Municipality Officials, the IDP Manager and the IDP Officer, Ward Councillors and Headmen (*Izinduna*).

4.7.2 Sampling design, strategies and size

Non-probability sampling was the approach used in the research, and the technique was purposive sampling. Purposive sampling is used if an investigator understands the kind of respondents they want to include in their study. In purposive sampling, one can use personal judgment to select cases that best achieve research aims and sufficiently speaks to the research questions (Etikan & Bala:215). Study participants were drawn from Mtubatuba Officials, Somkhele community, Ward Councillors, Headmen (*Izinduna*) from the Mpunkunyoni Traditional Community.

The study also utilised snowball sampling. Snowball sampling is the method of choosing a representative, for example utilizing respondents' contacts; the investigator requests respondents hired by utilizing purposive sampling to suggest more individuals who satisfy the requirements of the study to become involved in the research. This process was used to get other individuals with appropriate knowledge that was relevant to the study (Taherdoost, 2016:22). Several community participants who have been staying in the area were selected and the researcher requested participants to also recruit additional residents that fitted the category of having lived in the Somkhele community for over five years and have experienced or seen developments or non-developments in the area.

The size of the sample needs to be set up carefully to ensure that it is sufficient to draw reasonable, accurate and comprehensive findings. The determination of the sample size is the approach of selecting the number of comments that will be contained in a sample. The size of the sample is an essential aspect of any study where the objective is to draw conclusions regarding people from a sample (Singh & Masuku, 2014: 6).

The study planned to interview 20 participants, but due to data saturation on the community members, only 15 participants were interviewed. The sample in this study consisted of 9 adults from Somkhele

village between 18 and 60 years who have been in the area for more than 5 years. These were drawn from the Somkhele community; 2 Municipal Officials, 2 Ward Councillors, and 2 Headmen (*Izinduma*) from the Mpukunyoni Traditional Authority. Purposive sampling was utilised in selecting municipal officials, ward councillors, traditional authority representatives and 3 community members. The use of snowball sampling was used in selecting 6 community members for the study. According to Malterud et al., (2016:1754) there are no guidelines for determining sample size in qualitative research. Vasileiou et al., (2018:2) concur with this sentiment by stating that there is no simple answer to the question of how many and that sample size is dependent on a number of criteria including epistemological, methodological and practical concerns. The composition of the targeted sample had to mirror the people that were important in answering the research questions. The community members, councillors, officials, and representatives from the traditional authority were interviewed to investigate the development and implementation of IDP in the Mtubatuba Local Municipality. Each interview took 45 to 60 minutes to complete. The in-depth questions studied contributors' viewpoints on the development and execution of IDP namely:

- Opinions about the role of IDP in the region,
- Level of community involvement, and
- Recommendation for a successful IDP implementation in the area.

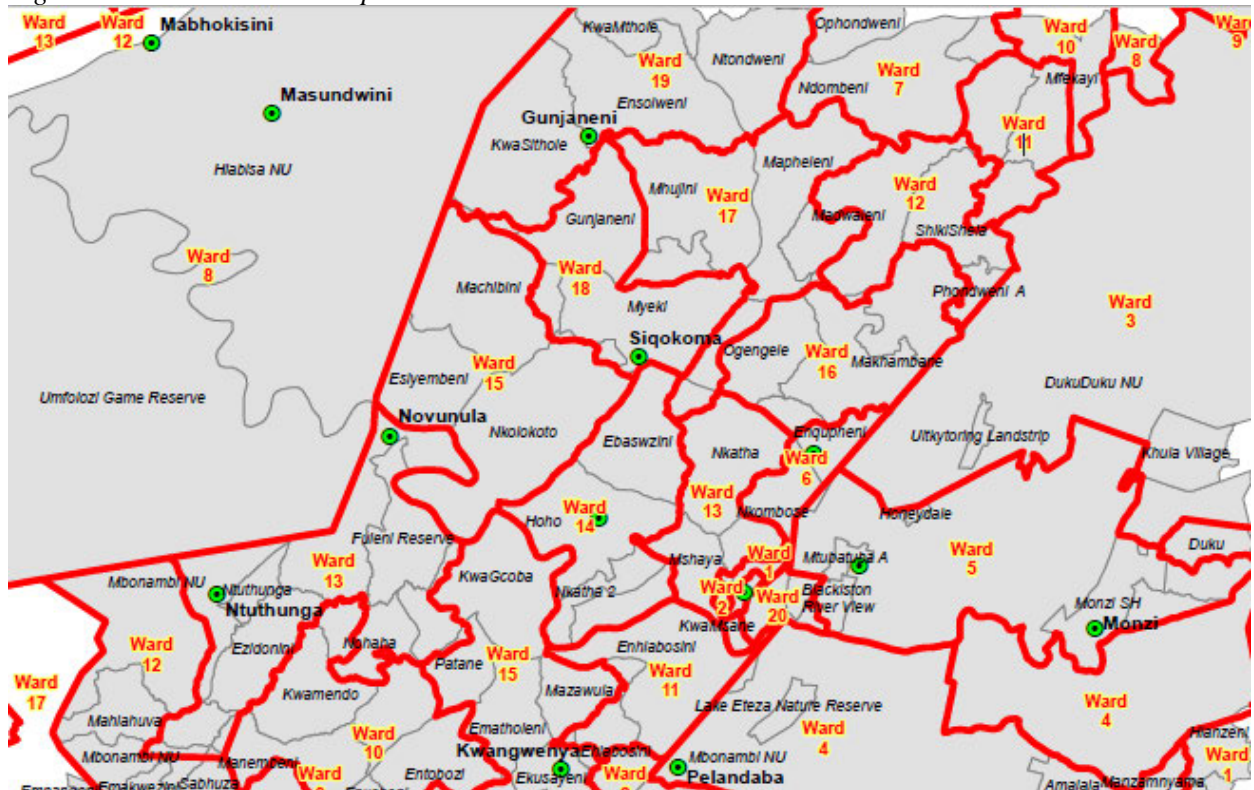
For the study, the justification for the sample size selected was as follows:

At Somkhele there are 7 villages and the researcher selected 2 participants from each village making a total sample of 14. At the Mtubatuba Local Municipality, 6 officials are involved in IDP implementation, and the researcher interviewed 2 Municipal Officials the IDP Manager and IDP Officer responsible for IDP implementation in Somkhele making it 2 Municipal Officials. There are 5 Councillors in the area and the researcher interviewed 2 from ward 15 and ward 18. These wards were chosen because the researcher extended invitations to the five ward councillors to participate in the study, and only two ward councillors, from wards 15 and 18, responded. From the Traditional authority side, there are 7 Headmen and 1 Traditional leader (Inkosi) the researcher however interviewed 2 Headmen (*Izinduma*). The researcher was unable to interview Inkosi as he had passed on and the researcher selected 2 Headmen that worked under Inkosi. Table 5 below shows the population sample and Figure 7 below is the map utilised for data collection.

Table 5: Population sample

Category	Role	Total population	Sample
Somkhele village	Community members	X180 000	9
Mtubatuba Municipality	IDP Municipal officials	X6	2
Councillor	Local Councillor	X5	2
Traditional Authority	Traditional leadership	X8	2
Total size		180 019	15

Figure 7: Data Collection Map



Source: COGTA GIS, 2021

4.7.3 Inclusion and exclusion criteria

The attributes that the researcher requires of sample participants are known as inclusion criteria. Exclusion criteria are qualities, which a participant may have, that can adversely affect the correctness of the findings (Hornberger & Rangu 2020, 4).

For this investigation, the population is obtained within the Mtubatuba Local Municipality. The research is constituted of an adult population from the Somkhele community between 18 and 60 years who have resided in the area for greater than 5 years. Municipal Officials who play a crucial role in the IDP's creation and execution and local councillors are also included. From the traditional authority side, representatives of the local traditional leadership structure Izinduna were interviewed for the study.

Those that were excluded from the sample were members of the community who have not stayed in the area for over 5 years and those who were below 18 years. Not all municipal officials were interviewed for the study but only those who participate in the development of IDPs and execution within the Mtubatuba Local Municipality, especially in the Somkhele area.

4.8 Data Quality Control

The level of trust in the data, understanding and methodologies employed to ensure the quality of the research is referred to as data trustworthiness or research accuracy (Polit & Beck, 2014:79). Anything viewed as being of short or no value is also viewed as being meaningless, inaccurate, or unacceptable. Research that is seen as meaningless is said to be short of rigor. This indicates that the conclusions are not worth mentioning or paying close attention to since they are unreliable.

In qualitative research, to assess the trustworthiness of the research, the following criteria are commonly used credibility, dependability, confirmability, and transferability (Stenfors, Kajamaa & Bennet (2020:597). Not all criteria apply in certain studies. In this research, data collection instrument design, gathering, and analysis was informed by the theoretical and worldview frameworks.

4.8.1 Credibility of Data

Credibility is the degree to which study results may be trusted to be accurate. Credibility determines if the study results correspond with reliable data obtained from the respondent's initial information and if it is the right version of the initial views. This research ensured that the collected data was a depiction of the reality of participants and the general community of the Somkhele rural community. The information contained in the study was interpreted to reflect the original statements and sentiments of participants. Credibility in the study was maintained by triangulation which was using various sources to make conclusions. The researcher had prolonged engagements in the field with the community and also spent time at the municipality going through documents on IDP and archives and general observation of the participants (Korstjens and Moser, 2018:121).

A proper stakeholder analysis was also employed by the study to confirm credibility. Municipal Officials responsible for the IDP were selected in addition to Ward Councillors, traditional authority representatives and community members as they had rich information on the Mtubatuba Municipality IDP implementation plans for the rural community of Somkhele.

4.8.2 Confirmability of data

Confirmability is the degree to which the outcomes of the investigation can be verified by other investigators. Confirmability deals with establishing that information and explanations of the conclusions are not fictions of the investigator's mind but obtained from the information (Amankwaa, 2016:122).

In this study, thematic data analysis was used and an audit trail was established to assure conformability. This study had an audit trail that highlighted each phase of data-gathering, design of instruments, data interpretation and analysis. The researcher also kept a journal with important details about the study including notes taken during the interviews.

4.8.3 Dependability of Data

Dependability is the data consistency over time and around the context of the research. Dependability is the level of trustworthiness where the study may be replicated by other investigators and results will be reliable and consistent. There would be enough information if a person would want to replicate this investigation and would thus obtain similar results (Forero, et al., 2018:3).

This study aims to contribute to the rapidly expanding field of knowledge on the development and implementation of IDPs in poor, marginalised rural communities of South Africa. The study, therefore, ensured trustworthiness by designing instruments, using data gathering methods, data analysis and interpretation methods that are backed by theory. This will make it possible for the replication of the results of this study in a similar context. The study kept process logs, which are notes that the researcher obtained from all the events that occurred during the research, what assessments were made and the processes followed, who was interviewed, and what required observation (Pandey & Patnaik, 2014:5751).

4.8.4 Transferability of Data

Transferability is the extent to which results are beneficial to the public in other situations. With transferability, the reader decides how appropriate the results are to their circumstances. Researchers, therefore, need to deliver a rich depiction that will educate and be clear with the readers (Daniel, 2018:104).

This study was very important as it provided knowledge on the implementation of IDP projects in a marginalized rural setting. The data in this study should be able to speak to a similar rural context. The results, conclusions, and recommendations will be able to provide some insights into similar contexts anywhere else.

4.8.5 Measurements

Qualitative measurement assists investigators to comprehend individual experiences at a deeper level. They help know the context of events and how they influence people and groups. One technique of qualitative measurement involves the use of in-depth interviews, in which the investigator asks questions of a person or group impacted by the subject (Kristiyono, 2016).

This study employed interview schedules. The meetings were recorded on sound recorders and notes that were written by the researcher. Qualitative measurements could also be carried out using scripted documents including books, journals, correspondence, and records. In this instance, the relevant documents were compiled and analysed. The study also used journal publications and municipal reports as measurements for the study.

4.9 Data analysis

Data analysis is the procedure of creating coherence and significance to the large quantity of information gathered (Marshall & Rossman, 2014:207). Though it does not continue in a straight manner, it is the action of creating the logic, interpreting, and positioning the information that indicates a quest for the common statements amongst types of information (Schwandt, 2014:6).

Every qualitative in-depth interview was recorded using a voice recorder. Authorization was sought to utilize the sound recorder before all interviews. Some participants preferred not to be recorded. The interview transcripts were transcribed in the language that was used during the interview. In certain situations, interviews done in languages other than English were translated into English. All of the data was examined using thematic analysis.

Thematic analysis is a qualitative data analysis process that involves examining a data set for repeating patterns, evaluating them, and reporting them. It is a technique for describing data, but it also entails interpreting the codes chosen and producing themes (Kiger & Varpio, 2020:2). The decision to utilize thematic analysis was driven more by the objectives of the research. Thematic analysis is a suitable and effective technique to employ while attempting to comprehend a collection of experiences, ideas, or actions across a data set (Kiger & Varpio, 2020:2). The aim of the study was to get a sense of the different experiences, thoughts and processes of the people of Somkhele regarding IDP implementation. The qualitative information, which included interview records and field memos was encrypted according to the personalized coded structure (Green & Thorogood, 2018:179).

The theoretical framework and themes were utilized to direct analysis. Coding of data consisted of data gathering, data organizing, generating of an initial coding structure, real coding of records using NVivo 12 qualitative analysis software, revising the structure of the coding frame, forming additional subjects and systems, taping the information by using the polished coding structure and last cycle of coding based on the last thematic framework. In thematic analysis, codes play a particularly important role because a researcher's detection of patterns begins with individual coded segments (Lochmiller, 2021:2031). Large parts of texts were coded in the study as opposed to specific words. This tends to convey the substance of the participant's stated experience. To determine what each individual said, the data was categorically classified using numbers. The analysis of the findings in accordance with the study's aims and objectives was the final phase of the coding technique.

It was vital to make sure that the participants were aware of their rights and that those rights were respected throughout the investigation. The investigator followed the study of ethical conditions which are emphasized in the paragraph which follows.

4.10 Ethical Considerations

Ethics is involved in the protection of study participants' rights and interests. The main considerations identified are procedures for informed consent, the connection between the investigator and the participant, dangers involved with research against its benefits, privacy, and the role of investigators' reflections (Roets, 2017:847).

This research was given ethical approval by the University of KwaZulu-Natal Social Sciences and Humanities Research Ethics Committee. The research complied with the internationally recognized moral requirements of carrying out the research, which involved obtaining written informed agreement from participants. The study participants were notified of their civil rights, and what the research was about, and were guaranteed the privacy of their information. The participants were notified of a variety of matters concerning the research, such as the purpose, how the study participants were selected, the researcher's identity, as well as how the data gathered was going to be distributed (Albasha, 2019:7).

Isolation procedures to curb the proliferation of COVID-19 implied that Social Science investigators who carry out face-to-face research including interviews were now confronted with the trial of re-inventing methods of collecting data from participants. By ensuring social distance was observed, the wearing of masks, and the use of hand sanitizers by both the researcher and participants during the interview process, the study ensured that it was COVID-19 compliant (Teti, et al., 2020:1).

Participants were also notified that all personal data, which allowed the recognition of the respondent, would be eliminated from the records of interviews and questionnaires. Participants were supplied with a distinctive identification number for the research. All the participant's genuine names were substituted with aliases on records. One main register of all participants and their identifiers was stored in a secured file. All records are in an electronic form that is pin-safe where only the investigator and Supervisor will be able to access the records. Results from the research will be made accessible to all stakeholders concerned (Surmiak, 2018:1632).

4.11 Limitations of the study

One restriction that must be taken into consideration in this research is the fact that the sample does not represent the present South African inhabitants. Consequently, oversimplifications regarding the IDP implementation for marginalised rural communities will not be possible for the entire population of South Africa. Another restriction of research was the data collection time frame. The researcher had to ensure that relevant data was collected before the elections for local government which took place on 1 November 2021. This was to ensure that the study participants were still available and occupying their positions. Though this research represents one of the very few studies that provide details on the local government's responsibilities in executing the IDP in rural communities, it will provide a general

picture of the strengths, weaknesses, challenges, and recommendations for IDP implementation in rural communities.

4.12 Conclusion

The research aims to explore IDP development and implementation at the Mtubatuba Local Municipality. Various study questions have been developed and a related methodology followed. The chapter defined various methodologies which were used in the research to gather and analyse data. It also covered the research plan, population, sample, as well as the research instruments. Additionally, the chapter also discussed how the information was analysed and communicated in terms of data trustworthiness, as well as the study's limitations.

The research findings, as well as their discussion and interpretation, are presented in the next Chapter.

CHAPTER 5: PRESENTATION OF DATA AND ANALYSIS OF FINDINGS

5.1 Introduction

The chapter analyses and interprets collected data from the Municipal Officials, community members, Ward Councilors, and Headmen (*Izinduna*) regarding the development and execution of the IDP in the Mtubatuba Local Municipality. Thematic analysis was used to examine qualitative material collected from participants' opinions and experiences with the IDP in Somkhele. The collected data items were compared with each other for triangulation and to guarantee credibility.

5.2 Presentation of Data

The first part of the data presentation will concentrate on the demographic information of the study's participants whilst the second part is structured according to the themes as follows:

- a) Developmental projects implemented by the Mtubatuba Local Municipality
- b) Stakeholders responsible for decision-making on development projects
- c) Community participation in IDP implementation
- d) Role of Ward Councillors and Committees in IDP implementation
- e) IDP implementation successes
- f) Factors hindering IDP Implementation
- g) Recommendations for future IDP implementation

It is worth mentioning that the original sample size was 20 participants, yet the researcher was only able to interview 15 participants as saturation was reached. Saturation is generally adopted to show that, according to data that was collected and/or analysed, additional data gathering or analysis is not required. (Saunders et al, 2017:1).

5.2.1 Participants according to gender

The majority of the participants in the study were male, as seen in Table 6, accounting for 80% of the total, while female participants accounted for 20%.

Table 6: To show the Number of Participants and their respective gender

Gender	Number of participants	Percentage
Male	12	80
Female	3	20
Total	15	100

5.2.2 Participants according to race

The Mtubatuba Local Municipality consists of all race groups. However, the Somkhele area is predominantly occupied by African people. Therefore, the participants who participated in the study were all African.

Table 7: To show the race of participants

Race	Number	Percentage
African	15	100
Indian	0	0
White	0	0
Coloured	0	0
Total	15	100

5.2.3 Age group of participants

Most of the participants who took part were between the ages of 46 and 50, and they made up 27% of the data. This group responded extremely well to questions posed because of the extensive knowledge that they had about Somkhele; due to the length of time they had spent in the area. The youth, aged 18 to 25, account for the second-highest percentage, as indicated in Table 8.

Table 8: To show the varying numbers of participants per age group

Age (Years)	Number of Participants	Percentage
18-25	3	20
26-30	2	13
31-35	1	7
36-40	1	7
41-45	2	13
46-50	4	27
51 and older	2	13
Total	15	100

5.2.4 Number of years lived in the area

Municipal officials, who make up (13.3) percent of the population, have resided in the area for 5-10 years. The majority of the participants (86,6%) had lived in the area for more than 10 years and those are ward councillors, Izinduna and community members. Participants who have lived in the area for

more than 10 years had a greater awareness of the developments and non-development that has been taking place in the area and they are well informed about their community.

Table 9: To show the number of years lived in the area

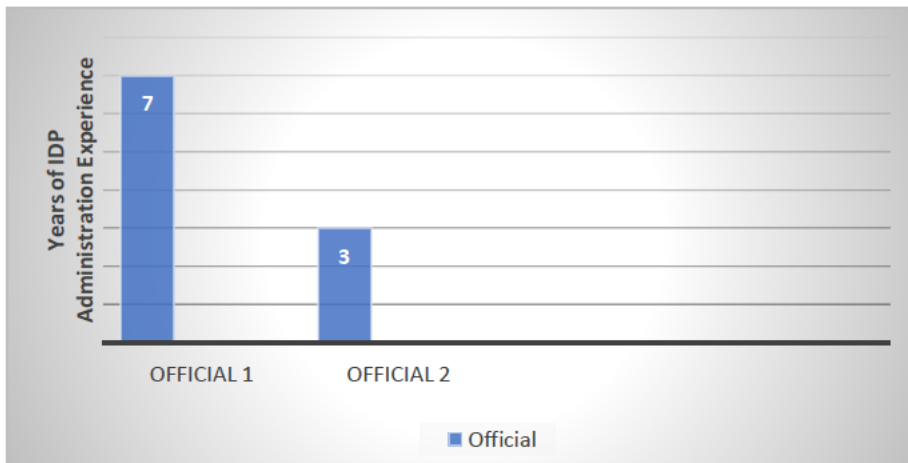
Category	Number of years lived in the area	Number of participants	Percentage
Municipal Officials	5-10 years	2	13,3
Ward Councillors	10 years and above	2	13,3
Headmen (Izinduna)	10 years and above	2	13,3
Community members	10 years and above	9	60
	Total	15	100

5.2.5 Years of IDP administration experience

As shown in Graph 1, official 1 had less than ten years of IDP administration experience. This official was responsible for the performance management system and the 5-year strategic plan for the IDP. Official 2 had three years of experience in the IDP administration and was responsible for facilitating and supporting the municipality in the development of performance management systems and strategic planning. This demonstrates that the officials responsible for IDP development and implementation were relatively new to their positions. It is likely that they were not familiar with all the developmental issues in the Mtubatuba Local Municipality and surrounding areas, including the Somkhele area.

Mtubatuba municipal officials showed an understanding and appreciation of the various legislative framework that guide IDP implementation in South Africa. These include the Constitution of the Republic of South Africa (1996); The White Paper on Local Government of 1998); Local Government: Municipal Demarcation Act, 27 of 1998; The Local Government Municipal Structures Act (1998); Local Government: Municipal Systems Act, 32 of 2000; Local Government: Municipal Finance Management Act, 56 of 2003; Inter-Governmental Relations Framework Act (13 of 2005; The Spatial Planning and Land Use Management Act, (Act No. 16, 2013) and the District Development Model. The IDP Manager and the IDP Officer were well versed and informed about the legislative frameworks that guided the municipality and the IDP process. According to the IDP Manager, as municipalities' operations and plans are governed by law, failing to take certain factors into account is a legal infringement. The Mtubatuba Local Municipality was able to adhere to the guidelines and utilize all the

required resources to incorporate the communities regarding the legal obligation for the development of the IDP.



Graph 1: Years of IDP Administration Experience

5.2.6 Educational level

All the participants in the study had some form of education. Only 7% of the study participants had an education limited to the primary level of education. 40% of the participants had a post-matric education. The majority of the participants had a high school education, with this demographic making up 53%.

Table 10: To show the Participants' educational backgrounds

Educational Level	Number of Participants	Percentage
Primary school	1	7
High School	8	53
Post Matric qualification	6	40
Total	15	100

5.3 Summary of findings

- According to the study's findings, 46% of respondents indicated that no development projects were being carried out in the Somkhele area, while 54% of participants indicated that Mtubatuba Local Municipality was carrying out development projects.
- All the study participants showed an understanding of the stakeholders involved in the IDP implementation process.
- The majority of the participants 54% indicated and appreciated public participation, while 46% of respondents claimed there had been no local public consultation regarding community involvement during all stages of the IDP process.

- According to the study’s findings, while 46% of participants were dissatisfied with the role of Ward Councillors and Committees in the community, 54% of the participants were satisfied.
- The findings of the study indicated that 8% of the participants indicated no successful development initiatives were occurring in the area, whereas 92% of the participants indicated there were successful development projects in the area. This indicates that the majority of the participants believed that the IDP was implemented as intended.
- According to the findings of the study, budgetary constraints were indicated as the major challenges in implementing IDP projects.
- The findings of the study indicated that municipal officials were aware and informed about the IDP process. They adhere to all legislative regulations and procedures as mandated by the various legislations including the Constitution of the Republic of South Africa. The municipal officials consider the IDP a useful tool in addressing the needs of the local people.
- According to the study’s findings, rural populations make up a sizable portion of the world's poor. In rural places, poverty and social marginalization are more pronounced. In urban regions with extensive infrastructure and human habitation, development and service delivery are more easily visible. The current situation of rural local government demonstrates that most rural towns continue to have backlogs in the delivery of fundamental services.

5.4 Presentation of results according to themes

Information collected from the research was divided into themes. The results are discussed in this section as seen in Figure 8 below, according to the following themes that developed.

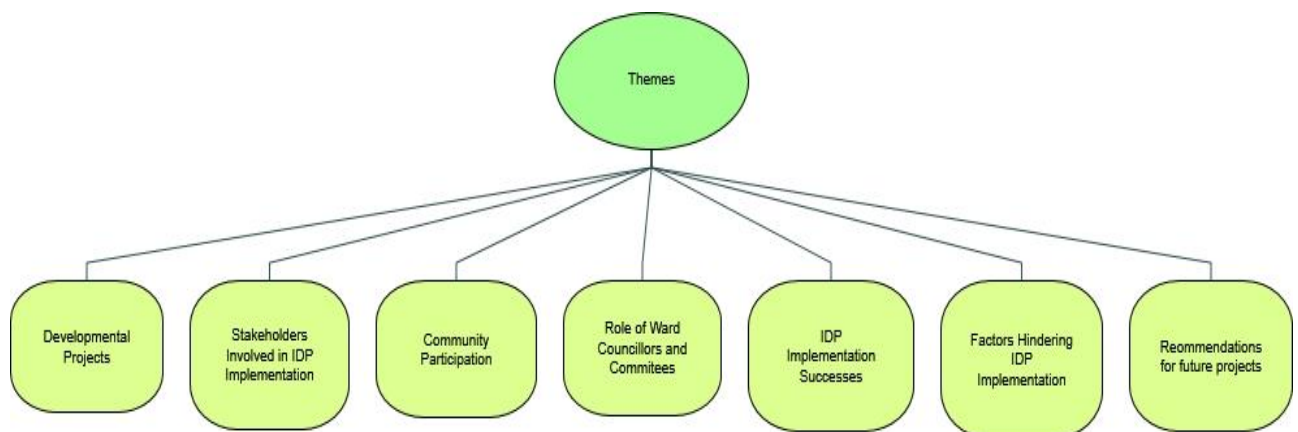


Figure 8: Research Themes

5.4.1 Developmental Projects implemented by Mtubatuba Local Municipality in Somkhele

All the study participants were asked about development projects that were carried out in the Somkhele area over the past five years (2016/2020). According to the Mtubatuba Municipal Official 1, the municipality follows and adheres to all the regulatory frameworks regarding the IDP. The official was aware that municipalities' operations and plans are governed by law, failing to take certain factors into account was a legal infringement.

Municipal Official 1, indicated that development projects were being implemented throughout Mtubatuba, including Somkhele, such as the Somkhele Sports Complex, which was part of the 2016/2017 budget year, and the value of the sports complex was R3 million. The sports complex was intended to assist the local youth in terms of developing their skills in various sports codes. In the 2017/2018 financial year, there were no specific development projects in the area due to budgetary constraints. In 2018/2019, Msizi Gravel Road and Causeway Project was implemented and was aimed at upgrading the current Msizi Gravel Access Road. This area is on the western side of Somkhele in Kwa-Myeki (Ward 18). According to Municipal Official 1, the project involved the regraveling of the road as depicted in Figure 13 and 14, the expansion of the road, and the building of a tunnel causeway over the stream, along the Msizi access road.

The upgrading of the roads will assist the community because currently, the community relies on a restricted track for their daily activities. Rural roads are the most significant link in ensuring rural residents' access. Access roads and culvert causeways will offer the community better and safer access to roads, particularly during the rainy period. Consequently, this growth will also save road traffic time while simultaneously saving people an enormous amount of time trying alternative access routes. This project costs the municipality an estimated R2.9 million (Mtubatuba IDP 2018).

Figure 9: Access roads during rainy seasons



Source: Researchers own picture

Figure 10: Msizi Gravel Road



Source: Mtubatuba Municipality IDP: 2018

In the 2019/2020 financial year, access roads were still the major projects that the municipality was implementing and the estimated budget for the Sihlakaneni Gravel access gravel road amounted to R8,9 million. The building of a community hall in ward 17 amounted to R4 million, the building of a sports field with an athletic track in ward 15 amounted to R9 million and Bhedangaye creche amounted to R4,8 million.

Municipal Official 2 indicated that 2 major projects were currently awaiting implementation for the Somkhele area. These projects included the housing project, which was in the process of being implemented, and the construction of the Somkhele sports complex with recreational equipment for the youth to showcase their talent. Nomathiya Community Hall, a multipurpose hall, was constructed and completed in 2018 at a total cost of R1 093 240.22. Other development projects are focused on improving service delivery which are ongoing, such as the delivery of electricity and water supply in the area.

The foregoing assertions by the Municipal Officials were backed up by Ward Councillor 1 and 2, who confirmed that development initiatives were underway in the area. Community Halls were created in each of the wards, according to both Ward Councillors. These Community Halls provided a venue for residents to hold meetings and were also used for any other social events that benefited the community. Other prominent development projects in the area are early childhood development facilities.

Ward Councillor 2's ward is situated close to the Somkhele coal mine. As a Ward Councillor in the area, he has personally communicated with the mine, which was started in 2007, to give back to the community. The Somkhele mine was not only assisting by employing the local people but also donates a portion of its profits to the Esiyembeni, Machibini, Dubelenkunzi, and Myeki communities. Every year the mine offers training in areas such as earning a driver's license, security guard courses, and computer literacy thus emphasising the importance of incorporating this training into the IDP.

Induna 1 indicated that there were no development projects that were taking place in the current financial year; however, there were developments that took place prior. Community Halls and creche were a few of the developments that occurred in the area. The gravelling of access roads was also an important development that took place in the area.

According to both Ward Councillors and Municipal Officials, there was a lot of development in the area. However, some of the community members believe development was absent. Some of the views of the community members differ from the councillors and municipal officials.

“They started constructing a sports field but never finished it. Water is a concern, and it has gotten worse since the mine opened in the area. The mine is consuming most of the water allocated for Somkhele inhabitants. The municipality does not supply water. It is the district

that is in charge of it. The municipality is not actively aiding the inhabitants of Somkhele with water delivery. Electricity is available; however, it is of poor quality. When it rains or when weather conditions are stormy, the electricity is interrupted”. This is according to community member 1.

In support of community member 1, community member 7 indicated that there were no development projects or activities taking place in Somkhele.

“Instead of moving forward, we are moving backward. In a place like Somkhele, development is impossible without good service delivery”.

Other 7 community members believed that the municipality was prioritising IDP developments in the area. They indicated that most of the houses in the area have electricity and water. The municipality was building a stadium that was going to keep the local youth involved in sports activities. Community halls were built in the area and these facilities assist the community by providing a venue for community meetings and other gatherings. They further stated that the municipality was also regravelling the roads, which assist them during the rainy seasons.

This is confirmed by community member 4 who stated that:

“We have roads that the municipality is building for us, we have community halls that have been built and we have a creche in the area. The municipality plays a very huge role in the construction of early development centers (playschools) in the area”.

All these developments are in line with an important feature of the 1998 White Paper on Local Government which is boosting societal growth and economic development (White Paper on Local Government, 1998). The majority of the participants indicated that the IDPs execution followed the plan as a result of these findings 54% of study participants indicated that the Mtubatuba Local Municipality had brought about the intended changes to the Somkhele area. The literature supports the findings regarding the effectiveness of IDP in promoting service provision. Sinxadi & Campbell (2015:376) concur that IDP contributes to enhancing service delivery at the local level. Mabizela & Matsiliza (2020:6) also concur, noting that although there is a clear shift in terms of service provision compared to the years before 1994. However, rural development remains gradual and local people have come to accept their way of living. This indicates that the community was getting the services it needed on time. The fact that 46% of respondents believe their community was not getting the services they want is concerning because 46% of respondents was still a sizable percentage.

5.4.2 Stakeholders responsible for decision-making on development projects

All the participants in the research demonstrated an understanding of who the main stakeholders were in the IDP process. The study participants indicated that the main stakeholders responsible for decision-making on development projects in Somkhele were the Mtubatuba Local Municipality, the local people, the Ward Councillors, the traditional authority, various government departments, including the National and Provincial Government, local businesses and Non-Governmental Organisations. These stakeholders are considered the main role players in IDP implementation.

Most of the Somkhele participants exhibited an understanding of who the main stakeholders were in the IDP process. Koma (2014:57) concurs by stating that Councillors, for example, are key stakeholders at the municipal level since they will often present a vision for how their municipalities can develop, utilize and realize their economic capability to strengthen local economies, create jobs and alleviate poverty. Ward Committees, Local Communities, Non-Governmental Organizations, and Specialists must all work together to make developmental local government a reality. Mtubatuba Local Municipality was able to follow the recommended procedures regarding the legal requirement for the development of the IDP and the involvement of stakeholders.

5.4.3 Community participation in IDP implementation

The goal of the municipalities is to promote the participation of people within the local municipalities as stated in the Republic of South Africa Constitution (1996). Interviews unearthed that not all participants believed that community participation took place.

Municipal Official 1 stated that:

“The Municipality consults with the community before any development takes place. As the community, they are the people who are best suited to speak to the Municipality about their needs.”

Municipal Official 2 confirmed this statement in their response by stating that:

“As a municipality, we are required by the law to develop a community roadshow calendar that takes us to the communities in the form of IDPs and mass gatherings (Izimbizo) to consult the representatives of the community. This is part of the functional responsibilities of the municipality, spearheaded by the Ward Councillor as the champion. Ward Councillors at Somkhele must convene these meetings with the Municipal Officials. We are from time to time conducting Izimbizos”.

According to the Municipal Officials, the municipality also uses special programs forums to communicate with the community on developmental issues. In some areas of study, participants did not know about these forums and were not aware of people in their wards that sat at these forums.

Ward Councillor 1 indicated that most of the time, people do not participate in deciding the priorities in the area because Ward Councillors do not call meetings, and the Municipality is then rendered inaccessible to the public. When asked about the involvement of the Somkhele community in developmental projects, Ward Councillor 2, responded by stating that the community was taking part in deciding the priorities of the community and meetings were held to consult with the locals.

Induna 1 indicated that local people are consulted about every development project that takes place in Somkhele. Induna 2 confirmed this assertion, by stating that:

“The community is always consulted about the developments that are taking place in the area. Communities should be involved as they understand the priorities of the community”.

When asked about public engagement, the Somkhele community member 1 responded by saying:

“The Municipality does not visit or consult with the community. They only come to the people when it is election time. With the upcoming local government elections, it is only at this time that the Municipality is visible. After the elections, they stop visiting the communities.”

This statement was backed by community member 2 who indicated that:

“The community is not involved in the decision-making process. The Municipality does not visit the area regularly. As a result, the community is not involved in developmental projects. The last time the Municipality came to the area to discuss IDPs was in 2018. After that, there was no feedback about the projects that were discussed in 2018. Only recently, during the local government elections, has the Municipality returned to inquire about the community’s needs. When it comes to determining which projects to implement, the community has no say. The Municipality is aware of the urgent initiatives, yet it never responds to the people’s needs”.

The statement above reveals that there seems to be a feeling of exclusion from community members when it comes to developmental plans and how they are executed in Somkhele. The reviewed literature confirms this statement. An IDP of any municipality is lacking in reality without the participation of the relevant stakeholders and confirms that irregular attendance is frequently associated with having to travel great distances to meetings and having meetings on weekdays are some of the reasons which contribute to minimal or limited participation by local communities (Hofisi, 2014; Munzhedzi, 2020). It is therefore critical for Ward Councillors together with the Municipality to circulate the schedule of meetings on time and to remind people through public announcements about these meetings. This would then ensure effective involvement and that the demands of the people are acknowledged and met. Real

participation involves ensuring that people take charge of their development planning process rather than viewing beneficiaries as feeble development objects and recipients. Locals should be seen as the world's foremost experts on the conditions in their area since they can make decisions, can influence, shape, and manage their future. (Hofisi, 2014:1129. For community involvement to be successful, a cooperative partnership among all interested parties in local administration should be created (Munzhedzi, 2020:92). Numerous researchers have carried out case studies in various South African provinces. Mukwevho & Mtapuri (2014) assessed the role of community participation in the IDP process at Emfuleni Local Municipality. The results showed that the municipality had failed to foster an atmosphere that would have allowed for meaningful engagement from the general public, which had a negative impact on community participation. Aklilu et al. (2014) investigated community participation in the IDP process in Limpopo Province. The authors agreed that the poor and other marginalized groups were not adequately represented in the decision-making process.

Community member 4 indicated that there was consultation with the local people, and the community was made aware of every project activity that happens in the area. Without the people agreeing, there will be no development projects taking place. Participant 4 went on to state that the importance of community participation cannot be overemphasised in determining development projects in areas like Somkhele.

Communities' participation in this study turned out to be only a compliance check rather than a mechanism to guarantee that the anticipated plans to help with resolving community problems were implemented in terms of essential services and to help the locals understand their crucial role in helping the municipality become successful and sustainable alongside the community.

5.4.4 Role of Ward Councillors and Committees in IDP implementation

Ward Councillors are political office bearers that are elected to represent the local community within a specific Ward. The Ward Councillor is the champion for development within the community and facilitates, among others, the IDP's planning and execution within that Ward. The Ward Councillor is required to set up Ward Committees to manage the implementation of developmental projects. The purpose of setting up the Ward Committee is to ensure a positive relationship between the people of a ward, the public, the Ward Councillor, and the municipality (Local Government: Municipal Structures Act, 1998).

According to the findings of the study, all the participants were fully aware of the responsibilities of Ward Councillors as well as Ward Committees in the IDP processes. Despite the fact that the community was aware of these responsibilities, the failure of Ward Councillors to participate makes War Rooms ineffective (Tshishonga, 2016:193). A study by Hanabe (2018) revealed that while ward committees at Blue Crane Route Local Municipality were active, they were not operating entirely in accordance with

the Municipal Structures Act, which raised comparable issues regarding ward councillors. This resulted from the absence of regular community meetings and the planning not considering the local concerns. To obtain the attention of the municipality and the councillors, the community resorted to protest action. Similarly, the community of Somkhele has used public demonstrations to draw the attention of ward councillors and the municipality to pressing problems in their community.

“The responsibility of the Ward Councillors and Committees is to represent the public in decision-making in the actual Council. Various Ward Committees deal with different projects and represent the community according to their respective specialities. Ward Committees serve as a conduit for communication between the municipality and the general population as structured by the Local Government: Municipal Structures Act, 1998. It is required that the Ward Committee must meet with the public every quarter. In these engagements, they consider the needs of the people as well as respond to the Municipality” (Municipal official 1).

Municipal Official 2 confirmed that most people were aware of the roles of Ward Councillors and Committees and stated that:

“The role of Ward Councillors and Ward Committees is to identify the community’s needs. It is expected that the Ward Councillor will have a better understating of what the community requires. They must make certain that people’s needs find expression in the Municipal IDP so that the IDP office can facilitate with the relevant Sector Departments for the delivery of the required services. They play an important role in ensuring that they provide the necessary information. They must also facilitate the community roadshows or Izimbizos to consult with the representatives of the community so that they avoid making their own decisions regarding the needs of the communities”.

Councillor 2 indicated that:

“As a Ward Councillor, one was also required to raise funds to develop the area. They indicated that they have engaged with Kwazulu-Natal Wildlife Ezemvelo, Hluhluwe-Umfoloji Park about the employment of local people. To date, 150 local people are currently employed by Hluhluwe-Umfoloji Park in permanent positions. Councillor 2 also stated that they also teach the local people about service delivery and the importance of IDP. Every year during exam times, career guidance facilities are offered to the local learners. Through a career exhibition, local graduates assist the local children”.

Induna 2 indicated that the Ward Councillors and Ward Committee have a key function in reporting back on matters that the community has submitted to the Municipality.

According to 4 community members, the Ward Councillors and Committees are insignificant in the area. Local people are rarely taken seriously even when they provide proposals for a development project.

According to community member 7:

“Ward Councillors and Committees are elected to provide for the needs of the people of Somkhele. In Somkhele, the Ward Councillor only provides for certain individuals in the area. We normally see the Councillors when there is a death in the area, in that case, he provides water and the Tractor-Loader-Backhoes (TLB) for the burial hole. That is the only role played by the Ward Councillor. Ward Councillors are not visible on matters concerning the delivery of services”.

This response demonstrates the poor participation of community workers in the Ward Committees in the area which can result in a tense working relationship. In this research, it was discovered that Ward Councillors and Committees were not able to play their part efficiently during the IDP process. This resulted from a lack of regular meetings to determine the community's needs. The community does not have any mechanisms that support processes such as needs analysis. The community development worker was unable to stay abreast of the area's actual pressing problems because they did not reside in Somkhele. These extracts echo the view of Manthwa & Ntsoane (2018:108) who claims that while asking for citizens' comments can be a genuine step toward full participation, it can become problematic if it is not paired with other modalities of engagement because it gives citizens no assurance that their concerns and thoughts will be heard.

5.4.5 IDP implementation successes

The study participants had varying views on the IDP implementation successes. The Municipal Officials indicated that the Somkhele Sports Complex Project was part of the 2016/17 budget at the value of R3 million. For the year 2017/18, there were no projects in the area. In the year 2018/19, the Msizi Gravel Road and the Causeway project were implemented at an estimated cost of R2.9 million. Sihlakaneni Gravel access gravel road amounted to R8,9 million. The building of a community hall in ward 17 amounted to 4 million, the building of a sports field with an athletic track in ward 15 amounted to R9 million and Bhedangaye creche amounted to R4,8 million was part of the 2019/20 budget year (Mtubatuba IDP, 2018).

According to 5 community members, 2 municipal officials, and 2 Izinduna, the municipality has managed to build community halls in every ward and supported early childhood development by building early childhood centres in partnership with the Department of Social Development. Several access roads are gravel roads, and the Municipality has been assisting with the regraveling of the access roads to ensure that they are usable throughout the rainy seasons.

The building of the Somkhele Sports Complex has been a major milestone in the area because it will offer various sports activities for the youth. The total amount of people in the area with access to clean water and electricity has risen in the area. Although there is water in most parts of the area, there are water shortages, and the local people experience water cuts almost daily. Some community members have attributed the shortage of water to the local mine in their area. One of the study participants, who is a community member, indicated that water shortages worsened with the opening of the Coal Mine in the area. It is believed that the mine was using most of the water that was intended for Somkhele residents. With COVID-19, it became difficult for the local people to wash their hands regularly. Groundwork.org in 2020 as shown in Figure 11 (below) reported on the water crisis in Somkhele. During the COVID-19 pandemic, facilities as essential as the local clinic did not have access to water.

Figure 11: Somkhele water crisis



The Water Crisis in a Time of the COVID-19 Crisis - Women of Somkhele and civil society groups call on government to uphold promises and to provide water, in the time of the COVID-19 threat.

08 April 2020 - The women of Somkhele in KwaZulu-Natal are in a desperate and dire state without basic water supply during the COVID-19 pandemic and they, along with supporting civil society groups, are desperately calling on government to fulfil their promises to provide them with water.

The Somkhele community has already been facing severe and often catastrophic water scarcity, created by the combined effects of coal mining activities and droughts. Now, with the onset of the COVID-19 pandemic,

Source: Groundwork.org Water Crisis, 2020

One of the most successful developments that were commended by 7 study participants was the provision of electricity. On one hand, most households have electricity which was something that most residents required to perform daily activities. Most of the participants consider the provision of electricity in Somkhele as the area's most significant IDP development. On the other hand, 3 community members are of the view that the Municipality was not doing enough to develop the area of Somkhele as community member 6 stated:

"There is no development around where I live. We have requested access to tarred roads since we are in rural areas, but they do not respond to our requests. We do not have electricity; we do not have water. We walk long distances to access water. Other areas now have electricity, but we are still waiting. It is really difficult".

The rest of the study participants indicated other development projects such as regraveling of roads as projects that the municipality engaged in which benefitted the local people. According to the study findings, the municipality was making an effort to enhance Somkhele, but progress was gradual because

certain communities still did not have access to basic amenities such as water and electricity. According to previous Mtubatuba Local Municipalities IDPs and municipal records, communities consistently ranked water, roads, and electricity as top priorities, but as some study participants noted, the situation looked depressing in some places. Literature has mixed results regarding the effectiveness of IDP in promoting service delivery. In a study by Manzini (2016) on “the views of government officials in the Integrated Development Plan as a framework for local government that is developmental and responsive to the peoples’ needs”, the general consensus is favorable, according to the officials, who think that since 1994, a noticeable increase in service delivery has been made possible by the usage of the IDP. Since the IDP was implemented, service delivery to previously disadvantaged groups has significantly improved. This is because the IDP gave the community and all levels of government a platform to collaborate on planning for the implementation of sustainable service delivery. A similar study by Zerihun & Mashigo (2022) found Dr JS Moroka Local Municipality residents in Mpumalanga chose basic services such as water and electricity over other services, service delivery was subpar with room for improvement. People frequently protest when basic municipal services like running water, power, and sanitation are not provided to their satisfaction. An excellent illustration of this circumstance at Somkhele was the service delivery protest that occurred in 2020, during which the locals demanded improvements to access roads, a clinic, a police station, power, toilets, and water. A resignation order was issued to the former mayor over allegedly subpar service delivery (Zulu, 2020). This suggests that the initiatives’ implementation has either been sluggish or unclear to communities. Communities believe that politicians only utilise them to win votes and do not keep their promises, which is another factor contributing to the frequency of protests. Residents become enraged and as a result, protests are organized (Zerihun & Mashigo, 2022:7).

5.4.6 Factors hindering IDP implementation

According to the findings of the study, the challenges which affect the implementation of IDP plans comprise but are not restricted to stakeholder involvement and government departments not attending community meetings. This creates a problem when developing ward plans, especially when projects that require Provincial funding are identified. According to Ward Councillors, input and recommendations from various ministries are essential, particularly during the project phase. The study’s findings are consistent with existing research and lend support to the idea that effective cooperation between local and provincial departments could directly help the municipality fulfill its developmental responsibilities (Asha & Makalela, 2019:11).

Ward Councillors do not schedule meetings with local people regularly and if they plan meetings, they are decided at short notice resulting in poor attendance. The interviews with the Municipal Officials indicate that the municipality is currently making use of IDP roadshows, Izimbizo, and Ward

Committees to reinforce and, in some cases, establish public participation. Not all the community members are made aware of these meetings, especially those that are working outside the Mtubatuba area, resulting in poor attendance. The finding is confirmed in research done by Manzini (2016:51) which indicates that insufficient public participation in the development and execution of the local IDP is evident to be a problem impacting almost all South African municipalities.

Municipal Officials and Ward Councillors indicated that development projects are sometimes affected by the budget. Rural Municipalities' funding is not the same as that of urban or metropolitan municipalities. Munzhedzi (2020:96) concur and stated that political dynamics in urban municipalities with larger resources might never be comparable to those in a small, rural municipality.

Budgetary constraints are sometimes a major hindrance in the pursuit of successful IDP projects. Mtubatuba Local Municipality is a small rural municipality that does not have enough revenue. The municipality relies on grants from the provincial government, and it is often difficult to implement development projects. The delays with grants can sometimes affect the successful implementation within the required time frames. During the prioritization of projects, budgetary constraints must be disclosed to avoid establishing expectations that cannot be realized immediately.

Izinduna indicated that not all projects run smoothly. Sometimes developments in the area become a challenge in terms of land ownership and sometimes these cases end up in tribal courts which make it difficult for developments to continue smoothly. Eskom often faces problems when community members do not want Eskom polls to be erected outside their homes and the projects are delayed because of negotiations that must take place. Traditional leaders end up getting involved in resolving these matters. Representatives of the community must be made aware of the importance of these developments. There can also be delays in starting projects due to land issues. Development projects end up not being implemented because communities occasionally contest land ownership.

Politics have an impact on the implementation of development programs. Political party interests are prioritised over those of the people and coalitions between community members and Ward Councillors with certain political leanings are formed, which leads to the gradual weakening of municipal functions. This leads to corruption and certain individuals benefiting while the majority of the people suffer.

Local people are not consulted on matters, which gives an impression that the Ward Councillors are inconsiderate and domineering while not reacting to the local social needs. Ward Committee and war rooms are not functional Ward Councillor 1 indicated that:

“The Community Development Worker that is supposed to monitor issues in the ward does not reside in the ward, therefore, was unable to monitor development”.

The Ward Councillor relied on the Community Health Care Worker for information about developments in the area. These are all governance issues, particularly regarding the Community Health Care Worker being the communication conduit for development activities in the area. Another challenge was the limited capacity in the ward to support the development planning and implementation. This statement was backed by the work of Khambule (2018:102) who states that many municipalities lack the ability to draft an IDP successfully, and instead utilize them as wish lists of things they want to do but cannot afford to do with their present budget.

Another important challenge raised by the Ward Councillors, Headmen, and community members was the issue of unemployment. The Municipality has failed to generate employment opportunities for the local people. With developments taking place in areas like Somkhele, companies employ people from outside the area as the local people do not possess the requisite abilities to be employed by the companies.

Changes in municipal governance also affect the development and implementation of IDP projects. The Mtubatuba Local Municipality has experienced numerous changes in the past years. When new people are brought in, it was found that they do not prioritise the development projects from the previous administration, and the community is left with incomplete projects. Corruption in municipalities in general also affects the implementation of development projects (Mthethwa & Jili, 2016:110).

The impact of community participation on the implementation of IDPs is important. Community Member 5 commented that:

“Nothing will succeed if the Municipality does not interact with the people”.

The above statement implies that any development initiative will become impossible to succeed without community collaboration.

5.5 Conclusion

The qualitative results and the interpretation of statements of respondents according to themes were the focus of this Chapter. Findings revealed that there were varying responses regarding IDP implementation in Somkhele. Based on the evidence collected, the Mtubatuba Local Municipality was trying to implement IDP projects that will bring about change and development in Somkhele. Matters raised by Community members must be resolved by the Municipality to guarantee the successful execution of the IDP.

CHAPTER 6: GENERAL CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This study has maintained that IDP offers unique possibilities for Local Municipalities, together with private sectors, community-based organisations, and local societies, to collaborate to improve their local economies. However, one of the key issues that emerged from the literature review and the study results, is the dichotomy of what is ideal and what is real, particularly with regard to the evidence and knowledge of IDP implementation in rural communities. Most studies and evidence on IDP implementation are centred in urban Local Municipalities. While these studies and literature are critical in understanding IDP implementation in urban Local Municipalities in South Africa, it is not easy to generalise them to rural areas. Given this fact, it is rational to assess certain factors involved in developing and implementing IDP in rural communities in South Africa.

The urgency in redressing the non-coordinated and fragmented approach to conducting research on IDP implementation in South Africa and providing mechanisms aimed at enhancing and improving IDP implementation in Local Municipalities to socio-economic concerns, regardless of their geo-spatial context justified a study of this nature. This study closes the evidence gap on IDP implementation in rural communities in South Africa. As a result, this chapter provides a summary of the research while also synthesizing and summarizing the main conclusions of each objective, suggestion, and recommendation. This chapter is broken down into five sections. The first part focuses on the introduction, and the second part re-examines the aim of the study, followed by a summary of the results, and conclusions from the themes that surfaced during the study.

6.2 Summary of the Chapters

The goal of this study was to explore how the implementation of the IDP in Mtubatuba Local Municipality aided in service provision, transformation, poverty reduction, and inequality reduction, as well as the promotion of sustainable development.

Chapter 1 provided a brief overview of the study, the background to the research problem, the problem statement, objectives of the research and questions, the research methodology, design, population and sampling, research tools, data gathering and data analysis, the ethical considerations, limitations of the study, as well as the study's preliminary layout.

Chapter 2 provided an overview of the legal framework for IDP. This Chapter focused on the various policies and legislations that govern Integrated Development Planning in Local Government in South Africa. The legal framework aids in the assessment of conformity. The challenges of implementing IDPs were also discussed in this Chapter.

Chapter 3 focused on the theoretical framework, overview of the IDP, developmental local government, the IDP process, and a brief overview of the Mtubatuba Local Municipality was discussed. The importance of IDP as a strategic planning instrument mandated at the local governance level was emphasized in this Chapter.

Chapter 4 focused on the research methodology, research design, sampling techniques, data collection and data analysis. This was followed by a review of the study's trustworthiness in qualitative research used in the study. The study's shortcomings, as well as ethical considerations, were discussed in this Chapter.

Chapter 5 presented and interpreted the collected data from the interviews with the Municipal Officials, Community members, Ward Councillors, and Izinduna regarding the development and execution of the IDP in the Mtubatuba Local Municipality.

Chapter 6 presented a summary of the major findings, as well as the study's conclusions and suggestions.

6.3 Research Objectives

The study aimed to explore the process involved in the development and execution of the IDP in Somkhele rural community under the Mtubatuba Local Municipality with a specific focus on developmental obligations, the provision of services, and its capacity as an institution. The study was conducted to uncover different aspects and effects that the IDP process might have on providing services and improving the lives of rural communities.

In undertaking the study, the research objectives were to:

- Establish a common understanding and interpretation of the legislative and policy framework for integrated development planning in South Africa;
- Evaluate the implementation of the IDP with particular reference to the Somkhele community in Mtubatuba Local Municipality;
- Explore the factors that have facilitated or hindered the development and implementation of the IDP in Somkhele community, Mtubatuba Local Municipality; and

The study research questions were used to develop questions for use in interviews. The objectives and questions of the study point out the fields of emphasis of this study.

6.3.1 Objective 1: To establish a common understanding and interpretation of the legislative and policy framework for integrated development planning in South Africa

In this study's Chapter 1, Section 1.5, a question was posed about the legislative and policy framework for integrated development planning in South Africa and KwaZulu-Natal in particular. Chapter 2 and Chapter 5, section 5.2.5 of this study must be taken into account to respond to the research questions, as well as the writers' perspectives.

6.3.2 Objective 2: To evaluate the implementation of the IDP with particular reference to the Somkhele community in Mtubatuba Local Municipality

In Chapter 1, Section 1.5, a question was raised about the implementation of the IDP in the Mtubatuba Local Municipality's Somkhele. This was discussed in the study's Chapters 3 and 5. Chapter 3 described the Mtubatuba Local Municipality, while Chapter 5 detailed the study's findings on IDP implementation in Somkhele.

6.3.3 Objective 3: To explore the factors that have facilitated or hindered the development and implementation of the IDP in the Somkhele community

In Chapter 1, Section 1.5, the question on the numerous elements that promote or hinder IDP implementation in the Somkhele community was asked. This goal was met by conducting semi-structured interviews with key stakeholders participating in the IDP process to understand what variables hampered or aided the development and execution of the IDP in Somkhele. The results of these factors were discussed in Chapter 5.

6.4 Findings of the research objectives

According to the reviewed literature, the IDP was created to provide a comprehensive framework for the development of the local area. It assumes the responsibility of coordinating local government and other spheres of government activities to enhance the standard of living for all residents of a given area while taking into account current issues and development resources. Drafting of an IDP must consider socio-economic growth for the region in question while creating a structure for land use planning, infrastructure facilities and necessary public facilities, and the preservation of the natural surroundings.

The study's results are summarized below.

6.4.1 Local Municipality legislative mandate

Based on the results of the study and the items that are listed above, the Mtubatuba Local Municipality considers IDP as a useful instrument from the perspective of service provision but there are a variety of

difficulties that are associated with its consistency and implementation. Furthermore, the following were some of the findings the researcher considered important to note.

The justification for the need for legislation governing societal development was crucial since the development strategy employed during the apartheid era did not integrate various populations. To break the previous regime's deadlock, it was crucial that the legislation that governed the IDPs formation be followed. Chapter 2 of the study discussed the various legislations that were adopted by the South African government to address some of the challenges that were faced by previously disadvantaged communities.

The IDP process seemed to be well understood by the study's participants, and the records produced by the municipality showed that the IDP process was followed. What is worth noting is that there is a disintegration of IDP planning by the different spheres of government. Various Departments have different plans for the same area and the plans are not coordinated. The efficacy of the process of IDP is highly dependent on an efficient IGR structure, the different spheres of government functioning with a common understanding of their respective Constitutional obligations, the budgetary process, allocations that are in line with the IDP, and the different spheres operating with the attitude of a cooperative government.

According to (Munzhedzi, 2020:99), many rural towns do not have the capacity to collect money and efficiently spend their budget. One reason for this is that the municipal leadership is lacking in abilities and competence as well as dedication. A lack of awareness of the content and context of municipal policies is also significant. This was proven not to be the case, as Mtubatuba officials were well-versed in a variety of critical legislations. The findings further support the notion that, regardless of the rural-urban environment, IDP implementation is a strategic move to clear backlogs in service delivery by improving planning and making optimal use of the resources at hand. (Asha & Makalela, 2020:6).

Local Government: Municipal Systems Act (Act 32) 2000 offers local government through the IDP powers. With regards to the three spheres of government, although identical in the way that they were created, are not the same in the way their systems operate and their control over resources. The IDP in municipalities like Mtubatuba has been degraded to only focus on projects and providing services. Issues such as income forecasts, ethical restoration, social cohesion, and transformation in municipalities have been neglected. One of the issues identified by the researcher is that the Act does not make it unlawful to implement any other development projects not related to the IDP. This, therefore, defeats the aims and real purpose of IDPs. The Mtubatuba Local Municipality complies with IDP legislation, however occasionally the expected results, in this case, the direct impact on communities, were not accomplished since the municipality was acting in accordance with the law and policies without consideration for the outcome.

6.4.2 The implementation of the IDP

The Somkhele rural area's access to essential services has improved, with the exception of the refuse removal which is still a major problem. When compared to earlier times before the advent of the IDP processes, there has been a noticeable improvement in the supply of facilities including water, roads, and power. It was also revealed during the interviews that most parts of the Somkhele area had access to electricity and since it resulted in the desired change and the community was getting the services satisfactorily, the provision of electricity was regarded as the area's most successful IDP initiative. The perception of the case study participants confirms that some essential services have been delivered at Somkhele as stipulated by the Republic of South Africa Constitution (1996).

In Chapter 2 of the study, it was stated that the Local Government Municipal Structures Act (1998) incorporates ward committees that offer an important connection between ward councillors, the municipality and the local community. This is anticipated to lead to a scenario where local people have an impact on the planning in a way that would best accommodate their needs (Masiya, 2019: 44).

Community participation is critical in the IDP process. Community engagements in Somkhele are not sufficient and sometimes not functional. During the research, it was observed that the IDP roadshows had a low attendance rate by community members and relevant sector departments. Ward Councillors should play a crucial role in guaranteeing that community engagements are taking place in their Wards as mentioned in Chapter 5. In the study, it was found that some Ward Councillors fail to call community meetings, and community members are often not aware of these meetings.

The Operation Sukuma Sakhe (OSS) war rooms, which are supposed to be championed by Ward Councillors to deal with ward developmental needs, were also not functional in Somkhele. OSS can be used as an alternative vehicle for facilitating consultations with community members during the IDP process. There are no adequate systems in place to assess the effectiveness of these community-based structures. According to Hanabe, Taylor & Maclean (2017:402), there appears to be little indication of sound and visible monitoring and assessment of municipally executed programs. Since community projects are the visible means of providing services, insufficient oversight of their execution would compromise the standard of the delivered services as well as the value for money principle. Chapter 2, of the White Paper on Local Government 1998 specifies that the public's participation in the IDP process must be a bargaining strategy between the state and the people, thus requiring the people to make choices. In the study, not much choice was provided to the people as some development initiatives were already decided on behalf of the people.

The literature supports the aforementioned conclusion, indicating that insufficient public involvement in the planning and execution of municipal IDPs is a challenge that affects a majority of practically all South African municipalities (Asha & Makalela, 2020:7)

Sustainable development is the theoretical foundation adopted by this research, with a specific emphasis on economic growth in the local area. This theory was used to analyse the implementation of rural growth to advance the societal and financial circumstances of the rural people through the local government system. The researcher discovered that the study participants only spoke about the facilities that needed to be developed or the services that needed to be delivered. The manner in which the local economy could be boosted or how the local people could be empowered in terms of local economic growth was not addressed by the participants and the Municipal Officials. Rather than discussing employment creation, the community members focused on development initiatives that employed individuals from outside the area. The IDP should be about human development and long-term sustainable growth, as well as reforming society to make it more equitable and ensure improved levels of community satisfaction.

Mashamaite & Madzivhandila (2014:228) proposes that Municipalities should take the initiative in combating poverty and inequity, as well as promoting local economic growth. To assure effective, efficient, and long-term service delivery, they must also be able to forecast and predict future demands. Statistics in the Mtubatuba Local Municipality's IDPs revealed that the majority of jobs produced through IDP implementation were temporary, which is why the unemployment rate is still very high at 52%. Additionally, the census report from 2011 showed that a significant portion of households depends on grants. The Somkhele community welcomed any employment opportunities, even if they were just temporary. What makes this situation worse was that even though the IDP initiatives implemented may have helped to reduce poverty in the area by creating job possibilities, unemployment nevertheless persists as a major issue in the case study area due to the lack of economic growth.

6.4.3 Factors facilitating or hindering the development and implementation of the IDP

According to the study, Somkhele's development has been delayed due to detrimental disagreements and competition among Ward Councillors. Rather than focusing on the Municipality's overall benefits, each Ward Councillor tends to campaign for development projects to be allocated to their respective Wards. This approach threatens the efficacy of development initiatives because they may not be justified by way of reasoning and common sense but are a result of Ward Councillors prioritising development in areas where they have a particular interest. These projects are prioritised because of the Ward Councillors influence rather than there being a legitimate reason or necessity.

In terms of influencing the Municipality's development decisions, party politics play a significant influence. In this study, it was found that there was a close competition between two political parties. Ward Councillors, as political office bearers in the Municipality, tend to be influenced by their political affiliation and constituencies when it comes to directing the delivery of services and the execution of those services. This tends to limit the true value and potential of the development actions which benefit only a select few within the ward area at the expense of others. This also has the potential of causing tensions among members of the communities, especially those that are excluded. In this case, it becomes critical for the Municipal Officials to ensure neutrality, objectivity and fairness, which must be displayed beyond party lines during the IDP roadshows for consulting with members of the community.

Mbelengwa (2016:59) points out that ward structures are unauthentic structures for various political parties. Politicians and administrative staff must perform separate roles (Beyers, 2016:174). As a result, it can be concluded that, for the aforementioned planning and implementation issues to be addressed, Municipalities must re-evaluate and establish realistic IDPs that reflect the actual concerns of the populace while preserving a distinct separation from the office holders of the municipality.

In many rural communities, the significance of the SPLUMA is underappreciated and completely misunderstood. The notion is yet to be adequately taught and managed together with Amakhosi for them to completely understand and embrace the function of spatial planning and land use in traditional territories. As a result, SDF is disregarded in rural areas, which leads to development projects being undertaken in areas that are not suitable for inhabitation due to the lack of zoning of land for different uses. For example, the existence of the Tendele Coal Mine in the Somkhele area has caused a lot of conflict and tension between the residents, traditional leadership and the Municipality. Due to the fact that there are no spatial development frameworks that guide the mining demarcation and places of living, mining operations are undertaken in residential areas.

The study established that there was no reference to the SDF for the Somkhele area, particularly from Councillors and representatives of the traditional leadership. According to the Mtubatuba IDP 2021-2022, There is no SDF in the municipality as stipulated by Chapter 5 of the Local Government: Municipal Systems Act (Mtubatuba IDP, 2021: 348).

The Mtubatuba Local Municipality is a small rural municipality with inadequate sources of income and relies on grant support from the National and Provincial governments. This shortage of funding can make it difficult for the municipality to carry out projects identified by the communities. The Mtubatuba Local Municipality has been under provincial administration, a number of times since 2011 (Zululand Observer, 2020). The implementation of IDP initiatives in Somkhele has also been impacted by this.

The finding suggests that the municipality is falling short on a crucial performance indicator, income collection within their jurisdiction. Municipalities can make money by selling power and clean water, as well as fines, assessment rates, and property taxes. However, according to the findings of this study, rural municipalities find it extremely difficult to implement such income-generating measures, owing to the poor socioeconomic conditions in their jurisdictions. (Beyers, 2016:174).

Given the limited capacity to generate its revenue, the municipality should promote the integration and collaboration with other relevant organs of state to implement the developmental needs based on their legislative mandates. This however requires that the municipality must identify the community's needs and specific sector departments or entities responsible for fulfilling those needs to direct them to specific areas where they need to be implemented. Local Ward Councillors should be encouraged to also work with other Non-Governmental Organisations (NGOs) that can implement certain projects in their local area. The Africa Centre, also known as Africa Health Research Institute (AHRI) is situated at the heart of the Somkhele area to conduct population research and interventions on health-related issues. The Centre can be used to drive health education and awareness to promote disease prevention and detection within the Somkhele area.

With changes in the municipal management structure, due to corruption, some projects are neglected. New staff tends to prioritise different/new development plans and this, in turn, affects the local communities as their needs are no longer tended to. The Mtubatuba Local Municipality has had protracted governance instability where most of the Senior Managers were implicated in maladministration and corruption. Since 2018, the Provincial Government, through COGTA, was forced to step in by placing the Municipality under administration in accordance with Section 139 of the Constitution to fast-track the appointment of key positions, stabilise governance and eradicate corruption. As a result, several officials implicated in corruption were charged and others were dismissed. In terms of service delivery, no significant differences were discovered during the study. The hiring of an experienced Municipal Manager as the Accounting Officer, on the other hand, has provided some stability to the municipality's operations.

6.4.4 Recommendations

This part of the study explores thoughts on what action should be taken to enhance IDP implementation.

6.4.5 Encourage public participation in the IDP processes

Although the majority of participants reported they attend IDP meetings, there is room for improvement, particularly in terms of meeting frequency and participation. The Mtubatuba Local Municipality should create platforms for public participation to promote collaborations regarding project implementation. The Municipality should develop and circulate an annual schedule of public engagements, izimbizo,

and other consultation sessions that should be led by Ward Councillors in each Ward to prepare members of the community beforehand. The Mtubatuba Local Municipality should run initiatives to increase local residents' understanding of the IDP and financial procedures, and ultimately their participation. People who are well-versed in these processes are much more likely to contribute good, informed ideas to the IDP sessions. Various stakeholders including the Mtubatuba Local Municipality, different government departments, including the National and Provincial Government, and various business sectors have plans regarding development projects in the Mtubatuba Local municipality. All these plans are aimed at making the Mtubatuba Local Municipality a better place. It would be better if plans were merged and not done independently so that projects are not duplicated and thus avoid the misuse of limited resources. Some plans are similar, and it would be better for the various stakeholders, through the platforms that have been provided by the intergovernmental relations platforms and IDP work forums, to come together and see where the plans can be merged. This would be done to produce better outcomes for projects that would take the Mtubatuba Local Municipality forward.

6.4.6 Strengthen the role of Ward Councillors and Committees in IDP Implementation

The Mtubatuba Local Municipality should support and encourage Ward Councillors to carry out their duties to strengthen Ward-Municipal planning relations, as well as the commitment to public engagement. Following the Local Government Elections in November 2021, the Municipality should prioritize and expedite the appointment of Ward Committees as outlined in Sections 72 to 78 of the Local Government: Municipal Structures Act, 1998 as a means for the people of Somkhele to participate in IDPs. The Ward Committees could also be integrated into the OSS war room structures which are backed by Ward Councillors to drive the implementation of ward-based development. The committees and war rooms are key in promoting public participation in planning and execution of IDP within the community. This raises local community awareness, ownership, and empowerment, allowing them to embrace and appreciate progress in their area.

6.4.7 District Development Model

Mtubatuba Municipality should utilize the new District Development Model (DDM) which seeks to implement one district plan that will look at the districts' needs and the distribution of available budgets equitably to all Municipalities. Instead of the Mtubatuba Local Municipality forming its development plans and competing with other municipalities within the same district as Jozini, uMhlabuyalingana, Hlabisa-Big Five. The DDM aims to make the process of presenting development projects, harnessing financial resources, and channeling said resources to where they are needed most. This will create a balance of using available resources within the district and not only in the Municipality. This assertion is consistent with the Theory of Sustainable Development in using resources efficiently and effectively

to benefit a larger group in the long run. If all resources are pooled together and one plan was developed, development may be seen happening in a different and possibly more efficient way.

6.4.8 Municipal Funding

The Mtubatuba Local Municipality is one of the smaller municipalities that is largely reliant on National and Provincial equitable shares and grants for funding. The Municipality lacks large corporations and industries as revenue streams to fund its operations of delivering basic services to its residents. To increase municipal funding, the municipality should improve interactions with the local businesses, Non-Governmental Organisation and the local community to provide venues for discussing and encouraging local economic investments. The Municipality should also create more investment opportunities, particularly in rural communities such as Somkhele. This must be included in the SDF to guide the implementation of the IDP to identify and zone areas that have investment potential. The budget of the Municipality should follow the IDP plans which must also be aligned with the newly introduced District Development Model (DDM) as coordinated by Umkhanyakude District. Upward integration requires a fair distribution of resources. Districts must be aware of the municipalities that fall under their jurisdiction. Moreover, the Districts' IDPs should be an amalgamation of the IDPs of all the municipalities' IDPs. This would add to the bottom-up development concept.

6.4.9 Training and skills development

The Mtubatuba Local Municipality should prioritise training and skills development programmes for the local people to raise the consciousness of the possibilities that exist and build skills for stimulating the local economic development and thereby making the local people self-sufficient. Some of these programmes can be funded by the existing financial arrangements available within the state entities such as Agricultural Sector Education Training Authority (AgriSETA). Provision of vocational and other technical education and training facilities to prepare local youth for jobs in existing local industries such as the coal mine, tourism, and the sugar mill, with the Department of Education's cooperation, this may be accomplished.

6.4.10 The commercialisation of the rural economy

The Mtubatuba Local Municipality, specifically the Somkhele area, is a rural settlement that should be supported with the implementation of a sustainable rural development strategy that focuses on the type of rural economic activities that can be commercialized. Farming and agriculture, as well as markets, particularly fresh produce markets, where rural people can sell their agricultural products to other large commercial markets, should be supported. This will contribute to the growth of the economy of the area.

6.4.11 Improve stakeholder relations

To promote cooperation and involvement in the IDP implementation, the municipality should identify important stakeholders who are available and required in its community. It is vital that all interested parties, including residents, businesses, advocacy groups, and community-based organizations, participate. Mtubatuba Local Municipality is a tourist destination and Somkhele is located at the heart of Hluhluwe-Umfolozi Game Reserve, which is the second biggest game reserve in the country. The municipality should prioritize the development of the local economy by the construction of proper roads in the area. With proper roads, businesses near the area would want to serve the people of Somkhele because of easy access. Somkhele is close to the Hluhluwe-Umfolozi Game Reserve and as a result, many tourists drive past the area. The Municipality should encourage and provide support to the Somkhele people to do crafts and sell their goods to tourists during the busy seasons. This will foster local economic development.

It is critical to establish relationships and promote cooperation with the tourism industry to generate local economic growth and employment prospects. The local community should be supported to take full advantage of the opportunities brought about by the coal mining and tourism sector. These industries must be encouraged to implement community-based projects as part of their commitment to Corporate Social Responsibility.

6.4.12 Women and people living with disabilities

The Municipality should increase the participation of women and individuals with disabilities in communal structures. People living with disabilities and women were underrepresented in the study. From the study, it was unclear if the requirements of women and those with disabilities were taken into consideration. Throughout the study, there was no mention of the need for the provision of facilities for people living with special needs.

6.4.13 Fight against corruption

The Mtubatuba Local Municipality should maintain a high standard of ethical norms for all officials to resist all types of corruption and bad administration. The municipality should act quickly to deal with any officials found to be participating in corrupt activities. There should be disciplinary action against them. To guarantee that resources are used effectively, all municipal officials should be taught ethical principles.

6.4.14 Spatial planning in rural areas

The Mtubatuba Local Municipality should prioritise the completion and approval of the SDF to inform its spatial planning and land use. As previously stated, the Municipality does not possess a Spatial Development Framework that has been approved. To comply with the Spatial Planning & Land Use

Management Act (SPLUMA) of 2013, this should be addressed as soon as possible. The development and implementation of SPLUMA must involve communities in rural areas led by traditional leaders who must understand the framework and its intent. In particular, Amakhosi and Izinduna play a significant role in the distribution and utilisation of land in traditional areas. However, the situation and the tensions in Somkhele demonstrate some form of disconnection between the Municipality, Traditional Authority, Mining industry, and community. The SDF and SPLUMA could be used to guide and promote the harmonious relationship between the parties in Somkhele by clearly demarcating and zoning the residential, grazing, and other farming activities, side by side with the mining industry.

6.5 Limitations of the Study

The study's findings are restricted to respondents from a single geographic location, namely Somkhele under the Mtubatuba Local Municipality. As a result, caution should be taken when extrapolating the results to other provinces or localities throughout the country or beyond.

6.6 Conclusion

The summary of the complete study was the emphasis of this Chapter. It summarized the findings based on the research objectives. The study highlighted that, while the Mtubatuba Local Municipality was unable to satisfy all of its residents' needs, it was playing an essential role in the growth of the Somkhele area. The Mtubatuba Local Municipality has made considerable efforts to implement IDP. Nevertheless, the Municipality has been seriously compromised by its governance and administrative challenges. The IDP is remarkably a valuable instrument that is used to reduce the gap between government and communities. The various administrative institutions must collaborate to meet the demands of communities while also reducing service delivery bottlenecks by ensuring effective planning and efficient utilization of available resources. IDPs' main goal is integration, both between local, provincial and national governments. Mtubatuba Local Municipality's experience shows that integration, which is intended to be facilitated by IDPs, is not taking place. This is partly attributable to the Provincial and National Governments' lack of political will.

Conclusions and recommendations relevant to the successful and efficient execution of the Mtubatuba Local Municipality's IDP to contribute to the community's social, environmental, and economic development were developed based on the findings. The study was successful in achieving its goals, which were outlined in Chapter 1. This study was completed with the hope that the conclusions documented, and suggestions made will be helpful to facilitate the efficient and effective execution of the IDP in the Mtubatuba Local Municipality. For future research, it would be beneficial to have various interested parties participating because this will expand and add to the information collected. The participation of community-based structures could also improve the information collected as they will

create a collective voice to pursue issues of common interest instead of only gathering information from the political and government-established structures.

7. REFERENCES

- Abd Ghani, J. (2014). *Market preserving federalism: implications for Malaysia* (Doctoral dissertation, Victoria University).
- Adekunle, S.B. (2019). Local Government and Community Development in Nigeria: Challenges and Prospects. *Local Government and Community Development in Nigeria: Challenges and Prospects, 1*.
- Adjei, P.O.W., Kwaku Busia, A. & Bob-Milliar, G.M. (2017). Democratic decentralization and disempowerment of traditional authorities under Ghana's local governance and development system: a spatio-temporal review. *Journal of Political Power*, 10(3), pp.303–325. doi:10.1080/2158379x.2017.1382170.
- Adom, D., Hussein, E. K. & Agyem, J. A. (2018). Theoretical and conceptual framework: Mandatory ingredients of a quality research. *International journal of scientific research*, 7, 438-441.
- Adonis, V.A. (2018). Performance Management System for Strategy Implementation in Local Government: An Integrated Development Planning Perspective. *Journal of Public Administration*. 53(2).
- Adonis, V.A. & Van der Walt, F. (2017). Measurement of implementation of integrated development planning: A conceptual framework for South African municipalities. *African Journal of Public Affairs*, 9(7), pp.41-52.
- African National Congress. (1994). *The Reconstruction and Development Programme: A Policy Framework*. Johannesburg.
- Ahmad, S., Wasim, S., Irfan, S., Gogoi, S., Srivastava, A. & Farheen, Z. (2019). Qualitative vs. Quantitative Research. *Population*, 1, p.2.
- Aklilu, A., Belete, A., & Moyo, T. (2014). Analysing Community Participation in the Municipal Integrated Development Planning Processes in Limpopo Province, South Africa. *Mediterranean Journal of Social Sciences*, 5(25), 257-257.
- Al-Ababneh, M.M. (2020). Linking ontology, epistemology and research methodology. *Science & Philosophy*, 8(1), pp.75-91.
- Albasha, W. and David, S.A. (2019). Teacher's Perspectives on Engaged Teaching: Study from an American Curriculum School in Dubai. *Specialty Journal of Knowledge Management*, 4(2), pp.1-13.
- Amankwaa, L. (2016). Creating protocols for trustworthiness in qualitative research. *Journal of Cultural Diversity*.
- Andrews, N. and Nwapi, C. (2018). Bringing the state back in again? The emerging developmental state in Africa's energy sector. *Energy Research & Social Science*, 41, pp.48-58.
- Ardigó, I.A. (2019). *Local government accountability mechanisms*. Transparency International.

- Arimoro, A. (2018). Legal Framework for Public-Private Partnership: South Africa and Nigeria in Focus.
- Asha, A. A. & Makalela, K. I. (2020). Challenges in the Implementation of Integrated Development Plan and Service Delivery in Lepelle-Nkumphi Municipality, Limpopo Province, *International Journal of Economics and Finance Studies*, 12 (1): 1-15. Doi: 10.34109/ijefs.202012101.
- Asiamah, N., Mensah, H.K. & Oteng-Abayie, E.F. (2017). General, target, and accessible population: Demystifying the concepts for effective sampling. *The Qualitative Report*, 22(6), p.1607.
- Auriacombe, C. and van der Waldt, G., 2020. Critical considerations for local economic development strategy design in South African municipalities. *Administratio Publica*, 28(1), pp.25-41..
- Bell, J. and Waters, S. (2018). *Ebook: doing your research project: a guide for first-time researchers*. Mcgraw-hill education (UK).
- Bertolini, P. (2019). Overview of income and non-income rural poverty in developed countries. *Expert Group Meeting on Eradicating Rural Poverty to Implement the 2030 Agenda for Sustainable Development*. United Nations Economic Commission for Africa, Addis Ababa. 27 February-1 March 2019.
- Beyers, L.J.E. (2016). Service delivery challenges facing municipalities: A case study of Fetakgomo local municipality in Sekhukhune District Municipality, Limpopo Province. *Bangladesh e-Journal of Sociology*, 13(2), pp.167-178.
- Biyela, A. C., Nzimakwe, T. I., Mthuli, S. A. & Khambule, I. (2018). Assessing the role of intergovernmental relations in strategic planning for economic development at local government level: a case study of Umkhanyakude District Municipality. *Journal of Gender, Information and Development in Africa (JGIDA)*, 7, 221-239.
- Bock, Z. & Stroud, C. (2019). Project proposal for Mellon Supra-institutional project on the Decolonial turn (unsettling paradigms)–2018. *Multilingual Margins: A journal of multilingualism from the periphery*, 6, 89-93.
- Breakfast, N.B., Nomarwayi, T. and Bradshaw, G. (2020). Electoral violence and municipal demarcation in South Africa, 1994-2019: a violent service delivery protests perspective. *Gender & Behaviour*, 18(1), pp.14858-14872.
- Buckley, P.J. (2016). Historical Research Approaches to the Analysis of Internationalisation. *Management International Review*, 56(6), pp.879–900.
- Caiado, R.G.G., Leal Filho, W., Quelhas, O.L.G., de Mattos Nascimento, D.L. & Ávila, L.V. (2018). A literature-based review on potentials and constraints in the implementation of the sustainable development goals. *Journal of cleaner production*, 198, pp.1276-1288.
- Castillo-Montoya, M. (2016). Preparing for Interview Research: The Interview Protocol Refinement Framework. *The Qualitative Report*, 21(5), 811-831. Retrieved from <https://nsuworks.nova.edu/tqr/vol21/iss5/2>.

- Chuang, F., Manley, E. & Petersen, A. (2020). The role of worldviews in the governance of sustainable mobility. *Proceedings of the National Academy of Sciences*, 117(8), pp.4034–4042.
- COGTA (2021). *What is the District Development Model?* Cooperative Governance and Traditional Affairs. Available at: <https://www.cogta.gov.za/index.php/2021/05/10/what-is-the-district-development-model>. [21 Aug. 2021].
- Cooke, S., Behrens, R. & Zuidgeest, M. (2018). *The relationship between transit-oriented development, accessibility and public transport viability in South African cities: A literature review and problem framing*.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design* (5th ed.). SAGE Publications.
- Daniel, B.K. (2018). Empirical verification of the TACT framework for teaching rigour in qualitative research methodology. *Qualitative Research Journal*, 18(3).
- DESA-UN. (2018). The Sustainable Development Goals Report 2017. <https://undesa.maps.arcgis.com/apps/MapSeries/index.html>.
- Dladla, S. (2018). Mpukunyoni Social Audit Report Tendele Coal Mining 2018.
- Dlamini, B & Reddy P, S. (2018). Theory and Practice of Integrated Development Planning. A case study of Umtshezi LocalMunicipality in the Kwazulu-Natal Province of South Africa. *African Journal of Public Affairs*.10 (1).
- Dlulisa, L. (2013). *Evaluating the credibility of the integrated development plan as a service delivery instrument in Randfontein local municipality* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- DPLG (Department of Provincial and Local Government) and GTZ (2001) IDP Guide Pack Series, Guides 0 – 6 (Pretoria, Department of Provincial and Local Government).
- DPLG: IDP Guide Pack. (2000): Integrated development planning: a guide pack-general overview. Department of Provincial and Local Government (DPLG). South Africa.
- Du Plooy, L.J. (2017). *Thinking differently about local economic development and governance in secondary cities in South Africa-A conceptual analysis of the possibilities of problem driven iterative adaption (PDIA)* (Master's thesis, University of Cape Town).
- Duran, D.C., Artene, A., Gogan, L.M. & Duran, V. (2015). The Objectives of Sustainable Development - Ways to Achieve Welfare. *Procedia Economics and Finance*, pp.812–817.
- Enaifoghe, A.O. and Toyin, A.C. (2019). South Africa's Decentralization Problems of Citizenry Participatory Democracy in Local Municipality Development. *African Journal of Development Studies*, 9(1), pp.91-116.
- Erasmus, D. (2020). *By-Election Super Wednesday: KZN polls: Pharaohs, water shortages and a crucial battle*. Daily Maverick.
- Etikan I, Bala K. (2017). Sampling and sampling methods. *Bionerics & Biostatistics International Journal*, (6):215-217. DOI: 10.15406/bbij.2017.05.00149.

- Forero, R., Nahidi, S., De Costa, J., Mohsin, M., Fitzgerald, G., Gibson, N., McCarthy, S., & Aboagye-Sarfo, P. (2018). Application of four-dimension criteria to assess rigour of qualitative research in emergency medicine. *BMC health services research*, 18(1), 120. <https://doi.org/10.1186/s12913-018-2915-2>.
- Fourie, D.J. & Van der Waldt, G. (2021). Participative integrated development planning praxis in local government: The case of selected South African municipalities. *Journal of Local Government Research and Innovation*, 2. doi:10.4102/jolgr.v2i0.43.
- Fuo, O.N. (2013). A Critical Investigation of the Relevance and Potential of IDP's as a Local Governance Instrument for Pursuing Social Justice in South Africa. *Electronic Law Journal*, 16 (5).
- Fusch, P.I., Ness, L.R. (2015). Are we there yet? Data saturation in qualitative research. *Qual. Rep.* 20(9), 1408–1416.
- Gendel-Guterman, H. & Billig, M. (2021). Increasing citizen satisfaction with municipal services: the function of intangible factors. *International Review on Public and Nonprofit Marketing*, 18(2), pp.171-186.
- George, L.S. & Park, C.L. (2016). Meaning in life as comprehension, purpose, and mattering: Toward integration and new research questions. *Review of General Psychology*, 20(3), pp.205-220.
- Goldschmidt, G. and Matthews, B. (2022). Formulating design research questions: A framework. *Design Studies*, 78, p.101062.
- Gopane, K.J. (2018). *The integrated development plan and improved human settlement: housing in Thaba Nchu* (Doctoral dissertation, University of the Free State).
- Green, J. & Thorogood, N., 2018. *Qualitative methods for health research*. Sage.
- Groundwork (2020). *groundwork news item*. www.groundwork.org.za. https://www.groundwork.org.za/archives/2020/news20200408-The_Water_Crisis_in_Somkhele_in_a_Time_of_the_COVID-19_Crisis.php
- Grove S.K., Gray J. R. & Burns N (2014). *Understanding Nursing Research: Building An Evidence-Based Practice*. Sixth edition. Elsevier Saunders, St Louis MO.
- Gustafsson, J. (2017). Single case studies vs. multiple case studies: A comparative study. *Academy of Business. Engineering and Science, Halmstad University, Halmstad, Sweden*, 12(1).
- Hák, T., Janoušková, S. & Moldan, B. (2016). Sustainable development goals: A need for relevant indicators. *Ecological Indicators*, 60(1), 565–573. doi:10.1016/j.ecolind.2015.08.003
- Hale, J. (2018). The 3 Basic Types of Descriptive Research Methods. *World of Psychology*. <https://psychcentral.com/blog/the-3-basic-types-of-descriptive-research-methods/>.
- Hanabe, L. D., Taylor, D., & Maclean, S. (2017). Normative model for enhanced implementation of the local government budgetary reforms. *Journal of Public Administration*, 52(2), 393-407.
- Hanabe, S. G. (2018). *Integrated development planning and sustainable development in Blue Crane Route Local Municipality* (Masters Dissertation Nelson Mandela University).

- Hansen, M. & Mdlalose, B. (2015). Anti-extractivist feminist politics in KwaZulu-Natal.
- Hargreaves, S. (2016). Women defending water, land and life in northern KwaZulu-Natal. *Amandla*.
- Harrison, A., Short, S.E. & Tuoane-Nkhasi, M. (2014). Re-focusing the gender lens: Caregiving women, family roles and HIV/AIDS vulnerability in Lesotho. *AIDS and Behavior*, 18(3), pp.595-604.
- Haywood, L.K., Funke, N., Audouin, M., Musvoto, C. & Nahman, A. (2018). The Sustainable Development Goals in South Africa: Investigating the need for multi-stakeholder partnerships. *Development Southern Africa*, 36:5, 555-569, DOI: 10.1080/0376835X.2018.1461611.
- Hedlund-De Witt, A. (2013). Worldviews and their significance for the global sustainable development debate. *Environmental Ethics*, 35, 133-162.
- Hermans, F., Geerling-Eiff, F., Potters, J. & Klerk, L. (2019). Public-private partnerships as systemic agricultural innovation policy instruments—Assessing their contribution to innovation system function dynamics. *NJAS-Wageningen Journal of Life Sciences*, 88, pp.76-95.
- Hofisi, C., Mbeba, R., Maredza, A. & Choga, I. (2013). Scoring local economic development goals in South Africa: Why local government is failing to score. *Mediterranean Journal of Social Sciences*, 4(13), p.591.
- Hofisi, C. (2014). Making participation real in integrated development planning in South Africa. *Journal of Public Administration*, 49(4), 1126-1138.
- Hofstetter, M.; Bolding, A. & Van Koppen, B. (2020). Addressing failed water infrastructure delivery through increased accountability and end-user agency: The case of the Sekhukhune District, South Africa. *Water Alternatives*, 13(3): 843-863.
- Hornberger, B. & Rangu, S. (2020). Designing inclusion and exclusion criteria. <https://repository.upenn.edu/crp/1>.
- Imenda, S. (2014). Is there a conceptual difference between theoretical and conceptual frameworks? *Journal of Social Sciences*, 38, 185-195.
- IUDF. (2020). *What is the District Development Model and has it replaced the IUDF?* <https://iudf.co.za/what-is-the-district-development-model-and-has-it-replaced-the-iudf/>.
- Iwegbuna, J.C. (2019). *The role of public-private partnerships in service delivery: the case of the Mitchell's Plain Housing Development Project* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- Jawi, D. (2014). *Investigation into management's reluctance in implementing audit recommendations and its effects to risk: case Study of Civil Service Commission*.
- Johannes, L. & Erasmus, B. (2016). Service delivery challenges facing municipalities: A case study of Fetakgomo Local Municipality, Limpopo Province, University of Limpopo, Turfloop.
- Jowett, A. (2020). Carrying out qualitative research under lockdown – Practical and ethical considerations. *Impact of Social Sciences*.

<https://blogs.lse.ac.uk/impactofsocialsciences/2020/04/20/carrying-out-qualitative-research-under-lockdown-practical-and-ethical-considerations/>.

- Kabir, S. (2016). *Basic Guidelines for Research*. Zone Publication, First Edition.
- Kahika, G. & Karyeija, G.K. (2017). Institutional roles and the implementation of Local Economic Development, Kasese District, Uganda. *Africa's Public Service Delivery and Performance Review* 5(1):a159. <https://doi.org/10.4102/apsdpr.v5i1.159>.
- Kahn, S., Madue, S.M. & Kalema, R. (2016). *Intergovernmental Relations in South Africa*. 2nd ed. Pretoria: Van Schaik Publishers.
- Kaywood, L. (2021). Exploring the History and Development of the Local Government System in South Africa. *African Journal of Public Affairs*, 12(3), pp.42-61.
- Khambule, I. (2018) Imagining an Institutionalised Social Dialogue in the South African Local Government-Led Development Landscape. *Forum for Development Studies*, 45:1, 97-117, DOI: 10.1080/08039410.2017.1391875.
- Khambule, I. (2021). Decentralisation or deconcentration: The case of regional and local economic development in South Africa. *Local Economy*, 36(1), pp.22-41.
- Khambule, I. (2018). The role of local economic development agencies in South Africa's developmental state ambitions. *Local economy*, 33(3), pp.287-306.
- Khawula, B.M.S. (2016). *An evaluation of community participation in the integrated development planning (IDP) process: A case study of Umzumbe municipality in the province of Kwazulu-Natal in South AFRICA* (Doctoral dissertation).
- Kideghesho, J., Rija, A., Mwamende, K. & Selemani, I. (2013). Emerging issues and challenges in conservation of biodiversity in the rangelands of Tanzania. *Nature Conservation*, 6, pp.1-29.
- Kiger, M.E. & Varpio, L. (2020). Thematic analysis of qualitative data: AMEE Guide No. 131. *Medical teacher*, 42(8), pp.846-854.
- Kolk, A. (2016). The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business*, 51(1), 23–34. doi:10.1016/j.jwb.2015.08.010.
- Koma, S.B. (2014). *Developmental local government with reference to the implementation of local economic development policy*. Doctorate in Public Administration. Unpublished Dissertation. University of Pretoria.
- Korstjens, I. & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, 24, 120-124.
- Krishna, M. & Manickam, V. (2017). *Sustainable Development in Environmental Management*. (1st Ed). Butterworth-Heinemann .
- Kristiyono, J. (2016). Qualitative & Quantitative Measurement. www.academia.edu. https://www.academia.edu/36204786/Qualitative_and_Quantitative_Measurements.
- Kumar, R. (2018). *Research methodology: A step-by-step guide for beginners*. Sage.

- Kunayo, O., Ndlovu, P. & Agholor, I. (2021). Impact of Local Economic Development Programmes on Livelihood: Evidence from Mpumalanga, South Africa. *International Journal of Economics and Financial Issues*, 11(4), p.105.
- Leedy, P.D., Ormoro, J.E. & Johnson, L.R. (2019). *Practical research : planning and design*. 12th ed. New York Pearson Education, Inc.
- Lekala, E. (2019). *Investigating good local governance for developmental local government: The case of Prince Albert Municipality* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- Levers, M.J.D. (2013). Philosophical paradigms, grounded theory, and perspectives on emergence. *Sage Open*, 3(4), p.2158244013517243.
- Lochmiller, C.R. (2021). Conducting Thematic Analysis with Qualitative Data. *Qualitative Report*, 26(6).
- Maake, M.T. (2016). *An analysis of integrated development planning: a case study of Mopani District Municipality*. Doctoral thesis. Hatfield: University of Pretoria.
- Mabizela, H. & Matsiliza, N.S. (2020). Uncovering the gaps in the provision of services in the rural Okhahlamba Municipality of KwaZulu-Natal province. *Africa's Public Service Delivery and Performance Review* 8(1).
- Mabope, N. (2018). *Strategies and practices for effective talent management in the Mangaung Metropolitan Municipality*.
- Macanda, S. (2014). *An Analysis of Rural Development in the Eastern Cape: Case Study of Intsika Municipality*. Masters Dissertation. Submitted to the University of the Western Cape.
- Madumo, O.S. (2015). Developmental local government challenges and progress in South Africa. *Administratio Publica*. 23 (2).
- Madzivhandila, T.S. & Maloka, C.M. (2014). Community participation in local government planning processes: A paramount step towards a successful service delivery. *Mediterranean Journal of Social Sciences*, 5(16), pp.652-657.
- Magagula, D.N., Mukonza, R.M., Manyaka, R.K. & Moeti, K.B. (2019). Towards strengthening collaboration between districts and local municipalities in South Africa: Insights from Ehlanzeni District Municipality. *The Journal of Transdisciplinary Research in Southern Africa*, 15 (1):1-10.
- Majam, T. & Uwizeyimana, D.E. (2018). Aligning economic development as a priority of the integrated development plan to the annual budget in the City of Johannesburg Metropolitan Municipality. *African Journal of Public Affairs*, 10(4), pp.138-166.
- Makale, T.J. (2015). *Service delivery in South African rural municipalities* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- Makalela, K.I. (2017). *Integrated Development Planning as a Strategy for Poverty Alleviation: The Dilemma Within the Ambit of South Africa*. *The 2nd Annual International Conference on Public*

- Administration and Development Alternatives*. 26 -28 July 2017, Tlotlo Hotel, Gaborone, Botswana.
- Makoti, M.Z & Odeku, O.K. (2018). Intervention into Municipal Affairs in South Africa and its Impact on Municipal Basic Services. *African Journal of Public Affairs*, 10 (4).
- Malterud, K., Siersma, V.D. & Guassora, A.D. (2016). Sample size in qualitative interview studies: guided by information power. *Qualitative health research*, 26(13), pp.1753-1760.
- Manana, S.L. (2016). Manana, S.L., 2016. *Post-apartheid municipal planning: an assessment of the Ehlanzeni District Municipality IDP in terms of its alignment with the principles of sustainable development* (Doctoral dissertation, University of the Witwatersrand, Faculty of Engineering and the Built Environment).
- Manggat, I., Zain, R. & Jamaluddin, Z. (2018). The impact of infrastructure development on rural communities: A literature review. *Sciences*, 8(1), pp.637-648.
- Manthwa, T.A. and Ntsoane, L.S. (2018). Public Participation, Electoral Dispute and Conflict Resolution Mechanism. *Journal of African Elections*, p.105.
- Manzini, S. (2016). *The Views of Government officials on Integrated Development Plan as a Framework for Local Government that is Developmental and Responsive to people's needs [Gauteng]* (Doctoral dissertation, Master's Thesis of the University of Witwatersrand, Johannesburg).
- Marcus, A. (2014). *Urban poverty and rural development bias*, SAGE publications, London.
- Marshall, C. & Rossman, G. B. (2014). *Designing qualitative research*, Sage publications.
- Mashamaite, K. & Lethoko, M. (2018). Role of the South African local government in local economic development. *International Journal of eBusiness and eGovernment Studies*, 10(1), pp.114-128.
- Mashamaite, K. & Madzivhandila, A. (2014). Strengthening Community Participation in the Integrated Development Planning Process for effective public Service Delivery in the Rural Limpopo Province. *Mediterranean Journal of Social Sciences*, 25(5): 225.
- Masipa, M.H. (2021). *An analysis of the Integrated Development Planning (IDP) process in Blouberg Local Municipality* (Doctoral dissertation, University of Pretoria).
- Masiya, T. (2019). A Review of Spaces of Local Participation to Promote Service Delivery in South Africa. *Journal of Human Ecology*, 65(1-3).
- Masiya, T., Mazenda, A. & Gwabeni, T.N. (2021). Participatory budgeting in a South African local municipality. *International Journal of Management Practice*, 14(3), pp.325-342.
- Masuku, N., Jili, N & Selepe, B. (2016). The implementation of Local Economic Development initiatives towards poverty alleviation in Big 5 False Bay Local Municipality. *African Journal of Hospitality, Tourism and Leisure*. 5 (4).
- Matebese-Notshulwana, K.M. (2019). *A Critical Analysis of the Oversight Role and Function of the Standing Committee on Public Accounts (SCOPA) in Promoting Accountability in South Africa's Public Sector* (Doctoral dissertation, University of Pretoria).

- Mathane, L.P. (2013). *The impact of the local government turnaround strategy on public participation and good governance with regard to the integrated development planning process; The case of Mangaung Metropolitan Municipality*. Masters dissertation, Central University of Technology, Free State.
- Mathebula, N.E., Nkuna, N.W. & Sebola, M.P. (2016). Integrated Development Plan for improved service delivery: a comparative study of municipalities within the Mopani District Municipality, Limpopo Province. *International Journal of Business and Management Studies*, 8(1), pp.70-85.
- Mathebula, N.E. & Chauke, O.R. (2019). *Local Government Service Delivery Expectations and Prospects at the Collins Chabane Local Municipality, Limpopo Province*. Paper presented at the 4th Annual International Conference on Public Administration and Development Alternatives 03 - 05 July 2019, Southern Sun Hotel, OR Tambo International Airport, Johannesburg, South Africa.
- Matshisevhe, T. (2014). Draft Basic Assessment Report for the closure of St. Lucia Waste Disposal Site Waste Licence Application on St. Lucia Lands Mtubatuba Local Municipality, KwaZulu-Natal Province. Available at: https://sahris.sahra.org.za/sites/default/files/otherrefsdecisions/Draft_Basic_Assessment_Report-_st_lucia%5B1%5D_0.pdf [11 Nov. 2020].
- Mautjana, M.H., & Makombe, G. (2014). Community participation or malicious compliance? *Africa Insight*, 44(2), pp.51–67.
- Mazorodze, B.T. (2020). Youth unemployment and murder crimes in KwaZulu-Natal, South Africa, *Cogent Economics & Finance*, 8:1, 1799480, DOI: 10.1080/23322039.2020.1799480.
- Mbecke, P. & Mokoena, S. (2016). *Fixing the nexus between intergovernmental relations and integrated development plans for socio-economic development: case of South Africa*.
- Mbelengwa, S. (2016). *Community participation in the integrated development plan in the city of Johannesburg*. Unpublished M.A. Dissertation, University of Pretoria, Pretoria
- Mbhele, Z. (2017). *Assessing the ward committee system: The case of greater Kokstad municipality* (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- Mello, R.M. (2020). *An exploration of the success and failures of developmental local government on service delivery: a case of Tshwane Metropolitan Municipality* (Doctoral dissertation).
- Mensah, J. (2019). Sustainable development: Meaning, history, principles, pillars, and implications for human action: Literature review, *Cogent Social Sciences*, 5:1, 1653531, DOI:10.1080/23311886.2019.1653531.
- Mgwebi, G.N. (2014). Contemplating Ward Committees-Civil Society Alliances: Opportunities and Challenges. <http://www.afesis.org.za/local-governance/local-governance-articles/183-contemplating-ward-committees-civil-society-alliances-opportunities>.

- Mnguni, S.S. (2018). *The Role of Public Participation in Facilitating Integrated Development Planning for Improvement of Services In uMhlathuze Local Municipality*. Dissertation submitted to the University of Zululand.
- Modise, L.J. (2017). The notion of participatory democracy in relation to local ward committees: The distribution of power. *In die Skriflig*, 51(1), pp.1-8.
- Mohajan, H.K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and People*, 7(1), pp.23-48.
- Mohangi, P. (2015). *Integrated development planning and public participation: the case study of Shakaskraal-KwaDukuza Local Municipality* (Doctoral dissertation).
- Mokgalong, S. (2016). *Enhancing integrated development planning to alleviate the legacy of apartheid planning* (Master's thesis, University of Cape Town).
- Mokgopo, T.I. (2020). Understanding the Municipal Demarcation Process in South Africa: Should Ethnicity be used as a Factor in the Municipal Demarcation Process? The case of Malamulele and Vuwani in the Limpopo Province Bangladesh *e-Journal of Sociology*. Volume 17 (2).
- Mokoena, S.K. (2017). The role of local economic development (LED): some empirical findings on the small, medium and micro enterprises (SMMEs). *Journal of Public Administration*, 52(2), pp.466-479.
- Molale, T.B. (2019). Participatory communication in South African municipal government: Matlosana local municipality's Integrated Development Plan (IDP) processes. *Communicare: Journal for Communication Sciences in Southern Africa*, 38(1), pp.57-75.
- Montaldo, C.R.B. (2013). Sustainable development approaches for rural development and poverty alleviation & community capacity building for rural development and poverty alleviation. *Wonju: Yonsei University*.
- Moya, H.N. (2015). Evidence of Centralisation Practices in South African Local Government.
- Moyo, T. & Madlopha, S.S. (2016). An evaluation of the role of community based planning in Integrated Development Planning Process in Umjindi Local Municipality, Mpumalanga Province. *SAAPAM Limpopo Chapter 5th Annual Conference Proceedings*.
- Mpumela, X. (2015). *Equitable share formula and fiscal capacity in municipalities with particular reference to Msunduzi Municipality* (Doctoral dissertation).
- Mthethwa, R. M., & Jili, N. N. (2016). Challenges in implementing monitoring and evaluation (M&E): the case of the Mfolozi Municipality. *African Journal of Public Affairs*, 9 (4).
- Mtubatuba Municipality. (2018). *Mtubatuba Municipality IDP 2018*. Mtubatuba.gov.za. Available at: <https://municipalities.co.za/resources/1094/mtubatuba-local-municipality> [11 Nov. 2020].
- Mtubatuba Municipality. (2016). *Mtubatuba Municipality IDP 2016*. Mtubatuba.gov.za. Available at: <https://municipalities.co.za/resources/1094/mtubatuba-local-municipality> [11 Nov. 2020].

- Mtubatuba Municipality. (2012). Integrated Development Plan for the municipal area of Mtubatuba. Mtubatuba.gov.za. Available at: <https://municipalities.co.za/resources/1094/mtubatuba-local-municipality> [Accessed 11 Nov. 2020].
- Mtubatuba Municipality Annual Report (2020). mail.mtubatuba.gov.za. Available at: <https://mail.mtubatuba.gov.za/index.php/tenders-quotations/category/17-annual-report-2020> [17 Feb. 2021].
- Mtubatuba Local Municipality Integrated Development Plan . (2013-14). Review Final Report Available at: [https://kzntopbusiness.co.za/site/user_data/files/Mtubatuba Municipality IDP 2013 14.pdf](https://kzntopbusiness.co.za/site/user_data/files/Mtubatuba_Municipality_IDP_2013_14.pdf).
- Mudiriza, G. & Edwards, L. (2021). The persistence of apartheid regional wage disparities in South Africa. *Journal of Economic Geography*.
- Mukwevho, H. C., & Mtapuri, O. (2014). Integrated development planning and service delivery in the case of the Emfuleni local municipality in South Africa. *Mediterranean Journal of Social Sciences*, 5(23), 45.
- Munzhedzi, P.H. (2020). Evaluating the efficacy of municipal policy implementation in South Africa: Challenges and prospects. *African Journal of Governance and Development*, 9(1), pp.89-105.
- Musitha, M.E. (2016). Integrated Development Plan as a Redistributive Policy in South Africa: Prospects and Challenges. *European Journal of Research in Social Sciences*. 4(6).
- Mutuku, K. (2019). *The contribution of Public-private Partnership to Agribusiness in Kenya: a case study of fruit processing enterprises* (Doctoral dissertation, University of Nairobi).
- Mzimela, S.F. (2013). *Examining the role of integrated development planning on infrastructure service delivery: the case study of Kwanyuswa, eThekweni Municipality* (Doctoral dissertation).
- National Treasury PPP Unit. (2015) South Africa public-private partnership. Available: www.ppp.gov.za [2020, May 27].
- Ndaguba, E.A. & Hanyane, B. (2018). Stakeholder model for community economic development in alleviating poverty in municipalities in South Africa. *Journal of Public Affairs*, 19(1), p.e1858.
- Ndebele, C. & Lavhelani, P.N. (2017). Local government and quality service delivery: an evaluation of municipal service delivery in a local municipality in Limpopo Province. *Journal of Public Administration*, 52(2), pp.340-356.
- Ndou, R. (2019). *Challenges militating against community participation on the Integrated Development Plan Process in Thulamela Local Municipality* (Doctoral dissertation).
- Nel, E. & Rogerson, C.M. (2016). The contested trajectory of applied local economic development in South Africa. *Local Economy*, 31(1-2), pp.109-123.
- New Strait Times (2015). Available at: <<https://www.nst.com.my/news/2015/09/major-achievements-10th-malaysia-plan>>
- Ngcamu, B.S. (2014). Responsiveness of Community Participation and Action Support Unit's activities to local communities' needs. *Administratio*, p.144.

- Ngcamu, B.S. (2019). 'Exploring service delivery protests in post- apartheid South African municipalities: A literature review, *The Journal for Transdisciplinary Research in Southern Africa* 15(1), a643.<https://doi.org/10.4102/td.v15i1.643> (<https://doi.org/10.4102/td.v15i1.643>)
- Njie, B. & Asimiran, S. (2014). Case study as a choice in qualitative methodology. *Journal of Research & Method in Education*, 4(3), pp.35-40.
- Nkuna, L.L. (2016). *Local economic development strategy implementation within Bushbuckridge Local Municipality* (Doctoral dissertation, University of Zululand).
- Nkuna, N. (2013). *The nature and Implications of complexity for developmental local government: a case of selected municipalities in the Vhembe district municipality area, Limpopo Province*. Unpublished doctoral thesis. Polokwane: Limpopo University.
- Noor, F.F., Mahmud, R., Nga, J.L. & Mail, R (2017). Motivating factors and prospects for rural community involvement in entrepreneurship: Evidence from Mantanani Island, Sabah, Malaysia. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 11(1), pp.267-272.
- 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
- Nxumalo, N.L. & Naidoo, L.D. (2018). A Case Study of Local Government Implementation of the Ward Based Local Economic Development (LED) Program. *International Journal of Public Policy and Administration Research*, 5(1), pp.1–23.
- Nzimakwe, T.I. & Pillay, P. (2014). Enhancing service delivery through decentralisation: A South African Experience. *African Journal of Public Affairs*,7(1).
- Onwuegbuchulam, S.P.C. (2018). A Capability Approach assessment of poverty in the sociopolitical history of South Africa/KwaZulu-Natal. *Journal of Poverty*, 22(4), pp.287-309.
- Pandey, S. C. & Patnaik, S. (2014). Establishing reliability and validity in qualitative inquiry: A critical examination. *Jharkhand journal of development and management studies*, 12, 5743-5753.
- Paradis, E., O'Brien, B., Nimmon, L., Bandiera, G.& Martimianakis, M. (2016). Design: Selection of Data Collection Methods. *Journal of Graduate Medical Education*: May 2016, Vol. 8, No. 2, pp. 263-264.
- Pazvakavambwa, A. (2016). *Developing and sustaining a results-based management model in Zimbabwean schools in Goromonzi district* (Doctoral dissertation).
- Phindela, N. (2020). *The Water Crisis in a Time of the COVID-19 Crisis Women of Somkhele and civil society groups call on government to uphold promises and provide water, in the time of the COVID-19 threat*. *NGO Pulse*. Available at: <http://www.ngopulse.org/press-release/water-crisis-time-covid-19-crisis-women-somkhele-and-civil-society-groups-call> [11 Nov. 2020].
- Polit, D.F., & Beck, C.T. (2014). *Essentials of nursing research: Appraising evidence for nursing practice* (8th ed.). Philadelphia, PA: Wolters Kluwer/Lippincott Williams & Wilkins.

- Pryke, J.S., Roets, F. & Samways, M.J. (2016). Wild Herbivore Grazing Enhances Insect Diversity over Livestock Grazing in an African Grassland System. *PLOS ONE*, 11(10), p.e0164198.
- Pueyo, A., & Hanna, R. (2015). What level of electricity access is required to enable and sustain poverty reduction. Annex 1-Literature review.
- Purvis, B., Mao, Y. & Robinson, D. (2019). Three pillars of sustainability: in search of conceptual origins. *Sustainability science*, 14(3), pp.681-695.
- Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, 6(2), pp.1-5.
- Ramodula, T.M. & Govender, K.K. (2021). Developmental Local Government: A Framework for Implementation. *Africa Journal of Public Sector Development and Governance*, 4(1), pp.45-72.
- Reddy, P. (2018). Evolving local government in post-conflict South Africa: Where to? *Local Economy*, 33, 710-725.
- Republic of South Africa (1950) *Group Areas Act*, No. 41 of 1950. South Africa. Pretoria: Government Printer.
- Republic of South Africa (1927). *Native Administrative Act*, 38. South Africa.
- Republic of South Africa (1993). *Local Government Transition Act*, 209. South Africa
- Republic of South Africa (1995). *Development Facilitation Act*, 67. South Africa.
- Republic of South Africa (1998). *White Paper on Local Government*. South Africa.
- Republic of South Africa (1998). *Municipal Demarcation Act*, 27. South Africa.
- Republic of South Africa (2000). *Municipal Systems Act, Act 32 of 2000*. South Africa.
- Republic of South Africa (2001). *Municipal Planning and Performance Management Regulation*. Pretoria: Government Printers.
- Republic of South Africa (2003). *Municipal Finance Management Act*, 56. South Africa.
- Republic of South Africa (2005). *Intergovernmental Relations Framework Act*, 13. South Africa.
- Republic of South Africa. (1996). *The Constitution of the Republic of South Africa*. Pretoria: Government Printer.
- Republic of South Africa. (1998). *Municipal Structures Act, Act 117 of 1998*. South Africa.
- Republic of South Africa. (2013). *Spatial Planning and Land Use Management Act*, 16. South Africa.
- Republic of South Africa. (2012). *National Development Plan 2030* | South African Government. www.gov.za. Available at: <https://www.gov.za/issues/national-development-plan-2030>.
- Republic of South Africa. (2014) *Back to Basics Report*. Pretoria. Government Printer.
- Roets, L. (2017). Protection of the human research participant: A structured review. *South African Medical Journal*, 107(10), p.847.

- Rogerson, C.M. & Rogerson, J.M. (2019). Tourism, local economic development and inclusion: evidence from Overstrand Local Municipality, South Africa. *Geo Journal of Tourism and Geosites*, 25(2), pp.293-308.
- Ruwanza, S. & Shackleton, C.M. (2016). Incorporation of environmental issues in South Africa's municipal Integrated Development Plans. *International journal of sustainable development & world ecology*, 23(1), pp.28-39.
- Saari, M.Y., Dietzenbacher, E. & Los, B. (2015). Sources of income growth and inequality across ethnic groups in Malaysia, 1970–2000. *World Development*, 76, pp.311-328.
- Saifuddin, F.B., Kadibi, S., Polat, R., Fidan, Y. & Kayadibi, O. (2014). The role of cash waqf in poverty alleviation: case of Malaysia.
- Sarpin, N. (2015). *Developing people capabilities for the promotion of sustainability in facility management practices* (Doctoral dissertation, Queensland University of Technology).
- Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H. & Jinks, C. (2017). Saturation in qualitative research: exploring its conceptualization and operationalization. *Quality & Quantity*, 52(4), pp.1893–1907.
- Schneider, N.C., Coates, W.C. and Yarris, L.M. (2017). Taking Your Qualitative Research to the Next Level: A Guide for the Medical Educator. *AEM Education and Training*, 1(4), pp.368–378.
- Schwandt, T. A. (2014). *The Sage Dictionary of Qualitative Inquiry* (Third ed.), Thousand Oaks, California: sage Publication, Inc.
- Sebakamotse, J.K.T. & van Niekerk, T. (2020). An overview of administrative oversight and accountability at municipalities within the Free State Province. *Journal of Contemporary Management*, 17(se2), pp.37–61. doi:10.35683/jcm20_9.121.
- Sebei, M.T. (2014). *Integrated development planning as a public policy model and public participation tool in Fetakgomo local municipality, South Africa (2000-2009)* (Doctoral dissertation, University of Pretoria).
- Sekgala, M.P. (2016). Ward Committee Challenges in South Africa's Local Municipalities: Functions and Dysfunctions. *Journal of Public Administration and Development Alternatives*.1 (1).
- Shafritz, J.M. Russell, E.W. and Borick, CP. (2013). *Introducing Public Administration*. 8th edition. London: Routledge.
- Shah, M.M. (2008). Sustainable Development, Encyclopedia of Ecology.
- Shaker, R. R. (2015). The spatial distribution of development in Europe and its underlying sustainability correlations. *Applied Geography*, 63, 304-314.
- Shannon-Baker, P. (2016). Making paradigms meaningful in mixed methods research. *Journal of mixed methods research*, 10(4), pp.319-334.
- Siddle, A & Koelble, T. (2016). *Local Government in South Africa: Can the objectives of the development state be achieved throughout the current model of decentralised governance?* Swedish International Centre for Local Democracy. Research Report No 7.

- Sikrweqe, N.P. (2013). *Integrated development planning as a poverty reduction strategy in the King Sabata Dalindyebo Municipality, Eastern Cape province* (Doctoral dissertation).
- Singh, A., & Masuku, M. (2014). Sampling Techniques & Determination of Sample Size in Applied Statistics Research: an Overview. *Ijcem.Co.Uk*, II(11), 1-22.
- Sinxadi, L., & Campbell, M. (2015). Creating sustainable environments through community participation: The case of Naledi Local Municipality, South Africa. *Journal of Public Administration*, 50(2), 370-378.
- Sithole, M. (2016). *From the Jukskei to Higher Ground: Community Participation in Project Higher Ground in the Stjwetla Informal Settlement, Alexandra, Gauteng*. University of Johannesburg (South Africa).
- Southern African Local Government Association (SALGA) and German Technical Cooperation South Africa (GTZ) (2006). *Councillor Induction Programme: Handbook for Municipal Councillors*, Pretoria: Global Print.
- Statistics South Africa (2011). Available at: <http://cs2016.statssa.gov.za/wp-content/uploads/2016/06/CS-2011-Provinces-at-a-glance.pdf> [6 Nov. 2020].
- Statistics South Africa (2016). Available at: <http://cs2016.statssa.gov.za/wp-content/uploads/2016/06/CS-2016-Provinces-at-a-glance.pdf> [6 Nov. 2020].
- Stenfors, T., Kajamaa, A. & Bennett, D. (2020). How to assess the quality of qualitative research. *The clinical teacher*, 17(6), pp.596-599.
- Stetsenko, A. (2018). Nature culture in a transformative worldview. *The challenges of cultural psychology: Historical legacies and future responsibilities*, pp.37-56.
- Surmiak, A. (2018), September. Confidentiality in qualitative research involving vulnerable participants: Researchers' perspectives. In *Forum: Qualitative Social Research* (Vol. 19, No. 3, pp. 393-418). Freie Universität Berlin.
- Sutton, J. & Austin, Z. (2015). Qualitative Research: Data Collection, Analysis, and Management. *The Canadian journal of hospital pharmacy*, 68(3), 226–231. <https://doi.org/10.4212/cjhp.v68i3.1456>.
- Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management (IJARM)* Vol. 5, No. 2, 2016, Page: 18-27, ISSN: 2296-1747.
- Teti, M., Schatz, E. & Liebenberg, L. (2020). Methods in the Time of COVID-19: The Vital Role of Qualitative Inquiries. *International Journal of Qualitative Methods*, 19, p.160940692092096.
- Thobejane, M.J. (2019). *An assessment of the role of the local structures in development in the Sekhukhune District Municipality of the Limpopo Province* (Doctoral dissertation).
- Tshishonga, N.S. (2020). Forging Civic and Democratic Governance From Below Through Virtual State and Communities: Case Studies of Communities of Practice. In *Civic Engagement*

- Frameworks and Strategic Leadership Practices for Organization Development* (pp. 67-95). IGI Global.
- Tshishonga, N. (2016). *Integrated Development Planning (IDP) – A Municipal Profiling for Service Delivery: An Asset Based Perspective*. SAAPAM Limpopo Chapter 5th Annual Conference Proceedings.
- uMkhanyakude District Growth and Development Plan (Final Draft). (2014). Available at: <http://www.kznppc.gov.za/images/downloads/DGDP/Galebe/DC%2027%20Umkhanyakude%20DGDP.pdf>
- UMkhanyakude District Municipality, (2018). IDP 2018-2019. www.ukdm.gov.za. Available at: <http://www.ukdm.gov.za/index.php/integrated-development-plan-idp/idp-2018-2019> [25 Mar. 2021].
- UNDP (2015). *Sustainable Development Goals | UNDP*. UNDP. Available at: <https://www.undp.org/sustainable-development-goals>.
- United Nations (2014). *Reporting of the Open Working Group of the General Assembly on Sustainable Development Goals, A/68/970*, New York.
- United Nations (2015) b. *Transforming our world: The 2030 Agenda for Sustainable Development*. New York: United Nations General Assembly.
- Van der Waldt, G. (2015). *Local Governance: Leading Sustainable Communities*. Johannesburg: University of Johannesburg.
- Van der Waldt, G. (2018). Local economic development for urban resilience: The South African experiment. *Local Economy*, 33(7), pp.694-709.
- Van der Walt, C., Venter, A., Phutiagae, K., Nealer, E., Khalo, T. & Vyas-Doorgapersad, S. (2018). *Municipal Management Serving the People*. In Van der Waldt, G. (ed.). 3rd Edition. Claremont: Juta.
- Varpio, L. & Meyer, H. (2017). A Lesson from the Qualitative Rip Out Series: Let Go of Expectations for Universally Applicable Gold Standards for *Qualitative Research*. *Journal of Graduate Medical Education*: April 2017, Vol. 9, No. 2, pp. 154-156.
- Vasileiou, K., Barnett, J., Thorpe, S. & Young, T. (2018). Characterising and justifying sample size sufficiency in interview-based studies: systematic analysis of qualitative health research over a 15-year period. *BMC medical research methodology*, 18(1), pp.1-18.
- Venter, Z.S., Shackleton, C.M., Van Staden, F., Selomane, O. & Masterson, V.A. (2020). Green Apartheid: Urban green infrastructure remains unequally distributed across income and race geographies in South Africa. *Landscape and Urban Planning*, 203, p.103889. doi:10.1016/j.landurbplan.2020.103889.
- Wilson, G. Idoniboy-Obu, S. (2019). Local Government Autonomy as a strategy for socio-economic development of rural communities in Nigeria. *Kampala International University*. ISSN: 2413-9580; 5(1): 117- 126.

- Wittes, C.T. (2016). *Politics Governace and State Society Relations*. The Brookings Institutions.
- Yaya, O.S., Furuoka, F., Pui, K.L., Jacob, R.I. & Ezeoke, C.M. (2020). Investigating Asian regional income convergence using Fourier Unit Root test with Break. *International Economics*, 161, pp.120-129.
- Yin, R.K. (2018). *Case Study Research and applications. Design and Methods*.
- Zerihun, M. F., & Mashigo, M. P. (2022). The quest for service delivery: The case of a rural district municipality in the Mpumalanga province of South Africa. *Africa's Public Service Delivery and Performance Review*, 10(1), 512.
- Zin, R. H. M. (2014). Malaysian Development Experience: Lessons for Developing Countries. *Institutions and Economies*.6 (1): 17-56.
- Zohrabi, M. (2013). Mixed Method Research: Instruments, Validity, Reliability and Reporting Findings. *Theory and Practice in Language Studies*, 3(2), 254–262.
- Zulu (2020). *Service delivery protest flares up in Mtubatuba*. [online] SABC News – Breaking news, special reports, world, business, sport coverage of all South African current events. Africa's news leader. Available at: <https://www.sabcnews.com/sabcnews/service-delivery-protest-flares-up-in-mtubatuba/> [6 Sep. 2021].
- Zululand Observer, 2020. *New corruption cloud hangs over Mtubatuba Municipality*. Available at: <https://zululandobserver.co.za/205823/new-corruption-cloud-hangs-mtubatuba-municipality/> [23 Sep. 2021]
- Zwane, V.Z.J. (2020). *Community participation in the Integrated Development Plan (IDP) of the Umzumbi Local Municipality* (Doctoral dissertation).

APPENDICES:

Appendix A: Ethical Clearance



08 July 2021

Mrs Doli Maria Ngema (9604705)
School Of Man Info Tech & Gov
Westville Campus

Dear Mrs Ngema,

Protocol reference number: HSSREC/00002963/2021
Project title: An assessment of Integrated Development Planning in Mtubatuba Local Municipality with particular reference to the Somkhele Rural Area.
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 17 June 2021 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 08 July 2022.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: hssrec@ukzn.ac.za Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

INSPIRING GREATNESS

Appendix B: Informed Consent Letter

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

Information Sheet and Consent to Participate in Research

Date: 11 May 2021

Greetings,

My name is Maria Ngema from the University of KwaZulu Natal, College of Law and Management Studies, contact number 0823967910, email: 9604705@stu.ukzn.ac.za.

You are being invited to consider participating in a study that involves research on the Integrated Development Planning in Mtubatuba Local Municipality with particular reference to the Somkhele Rural Area. The aim and purpose of this research is to explore Integrated Development Planning implementation in the rural community of Somkhele under Mtubatuba Local Municipality, focusing on developmental obligations, the provision of its services, and its capacity as an institution, and thereafter recommend relevant ways of ensuring that local governments operate more efficiently and effectively. The study is expected to include 20 participants. Somkhele has 7 villages from these villages the researcher will select 2 community members to make a total of 14 participants. The researcher will also interview the Head responsible for IDP implementation and the Municipal Manager at the Mtubatuba Municipality. There are 5 Councillors in the area and the researcher will interview 2. In the Traditional Authority, there are 7 Izinduna and 1 Inkosi however, the researcher will interview 2. The study will utilise interview schedules, field notes, public documents, journal articles, newspaper articles and magazines about the community as the tools to gather key information. The interviewer will use audiotapes, handwritten notes to record data and will also keep a journal.

The duration of your participation if you choose to participate and remain in the study is expected to be 45 minutes.

At present, we do not see any risk of harm from your participation. The risks associated with participation in this study are no greater than those encountered in daily life. There are no immediate benefits to you from participating in this study. However, this study will be extremely helpful to us in that we hope it will promote understanding of IDP implementation in Mtubatuba Local Municipality with particular reference to the Somkhele Rural Area.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee.

In the event of any problems or concerns/questions you may contact the researcher at (9604705@stu.ukzn.ac.za or 0823967910) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban 4000 KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely

A black rectangular box redacting the signature of Maria Ngema.

Maria Ngema

CONSENT TO PARTICIPATE

I (Name) have been informed about the study entitled An assessment of Integrated Development Planning in Mtubatuba Local Municipality with particular reference to the Somkhele Rural Area by Maria Ngema.

I understand the purpose and procedures of the study are to explore Integrated Development Planning implementation in the rural community of Somkhele under Mtubatuba Local Municipality focusing on developmental obligations, the provision of its services, and its capacity as an institution. I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 0823967910, email: 9604705@stu.ukzn.ac.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion	YES / NO
Video-record my interview / focus group discussion	YES / NO
Use of my photographs for research purposes	YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

Appendix C: Gate Keepers Letter

MTUBATUBA



UMASIPALA • MUNICIPALITY • MUNISIPALITEIT

P.O. Box 52 MTUBATUBA 3935

Tel: (035) 550 0069 / 550 0050

Fax: (035) 550 0060

11 June 2021

Enquiries: Office of the Municipal Manager

University of Kwa-Zulu Natal
School of Management, IT and Governance
University Road
Westville
4000


Dear: Ms DM Ngema

RE: GRANTING PERMISSION TO CONDUCT A STUDY IN SOMKHELE RURAL COMMUNITY ON THE IMPLEMENTATION OF THE INTERGRATED DEVELOPMENT PLAN

1. The above subject **bear's** reference:
2. The municipality has received a letter dated 18 May 2021 requesting permission to conduct a research study in Somkhele Rural community on the implementation of the IDP.
3. It is against this background, that the Municipality is granting you permission to conduct the study in the said area.

Hope you will find the above in order

Yours Sincerely,


.....
Dr. S.R. Ntuli
Municipal Manager
Mtubatuba Local Municipality

Appendix D: Certificate of Editing



10 ANISE ST
BARDALE V 1
KUILSRIVER
CAPE TOWN
CELL: 0817214984

CERTIFICATE OF EDITING

To whom it may concern:

This letter confirms that the Dissertation detailed below was edited by the professional language and technical editing staff at **The Editing Centre** and was finalized on the 22nd of March 2022.

Best Regards,
Mambambo John (PhD)



Tuesday, March 22, 2022

Dissertation Title:

An Assessment of Integrated Development Planning in Mtubatuba Local Municipality with Particular Reference to the Somkhele Rural Area

Student's name:

Doli Maria Ngema
Student number: 9604705

Supervisor:

Professor PS. Reddy

To validate this certificate, please call Dr. J. Mambambo on the contacts above.

The Editing Centre makes no claim as to the accuracy of the research content or objectives of the researcher. However, the text as edited is endorsed as grammatically correct. If you have any questions or concerns, please contact us at 0817214984.



Appendix E: Community members Interview Guide

An assessment of Integrated Development Planning in Mtubatuba Local Municipality with particular reference to Somkhele rural area

Community members interview guide

INSTRUCTIONS

- You are requested to participate in this research survey and express your views and opinion about the IDP Implementation in Somkhele rural community.
- This interview is strictly confidential.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

1. What is your gender?	Male	1
	Female	2

2. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

3. What is your age?	18-25 years	1
	26-30 years	2
	31-35 years	3
	36-40 years	4

	41-45 years	5
	46-50 years	6
	51 and older	7

4. How long have you lived in Somkhele rural community?	Less than a year	1
	1-2 years	2
	2-3 years	3
	3-4 years	4
	4-5 years	5
	5-6 years	6
	Over 6 years	7

5. What is your educational qualification?	No education	1
	Primary education	2
	Grade 8	3
	Grade 10	4
	Grade 12/Matric	
	University Degree/Diploma	6
	Post Graduate	7

1. May you please tell me about the development projects that Mtubatuba Local Municipality is implementing in your village.
2. According to your knowledge, who are the important stakeholders in deciding what development projects should be implemented in your village?

3. May you please tell me whether the community took part in deciding the priorities of the community in development project implementation.
4. In your own opinion, what are the roles of Ward Councillors and Committees in the implementation of development projects in your community?
5. May you please tell me the various success stories of the development projects implemented in your village by the Mtubatuba Local Municipality.
6. Why do you think these development projects were successful?
7. May you please tell me about the challenges that the community is facing even when the development projects are being implemented.
8. What development projects were not successful?
9. Why do you think these development projects were not successful?
10. What are your recommendations for future implementation of development projects in your village by the Mtubatuba Local Municipality?

Appendix F: Community Leaders Interview Guide

An assessment of Integrated Development Planning in Mtubatuba Local Municipality with particular reference to Somkhele Rural Area

Community Leaders interview guide

INSTRUCTIONS

- You are requested to participate in this research survey and express your views and opinion about the IDP Implementation in Somkhele rural community.
- This interview is strictly confidential.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION:

Please make an X in the appropriate box.

1. What is your gender?	Male	1
	Female	2

2. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

3. What is your age?	18 to 25 years	1
	26-30 years	2
	31-35 years	3
	36-40 years	4
	41-45 years	5

	46-50 years	6
	51 and older	7

4. How long have you lived in Somkhele rural community?	Less than a year	1
	1-2 years	2
	2-3 years	3
	3-4 years	4
	4-5 years	5
	5-6 years	6
	Over 6 years	7

5. How long have you been a community leader in Somkhele rural community?	Less than a year	1
	1-2 years	2
	2-3 years	3
	3-4 years	4
	4-5 years	5
	5-6 years	6
	Over 6 years	7

6. What is your educational qualification?	No education	1
	Primary education	2

	Grade 8	3
	Grade 10	4
	Grade 12/Matric	5
	University Dgeree/Diploma	6
	Postgraduate	7

1. May you please tell me about the development projects that Mtubatuba Local Municipality is implementing in your village.
2. According to your knowledge, who are the important stakeholders in deciding what development projects should be implemented in your village?
3. May you please tell me whether the community took part in deciding the priorities of the community in development project implementation.
4. In your own opinion, what are the roles of Ward Councillors and Committees in the implementation of development projects in your community?
5. May you please tell me the various success stories of the development projects implemented in your village by the Mtubatuba Local Municipality.
6. Why do you think these development projects were successful?
7. May you please tell me about the challenges that the community is facing even when the development projects are being implemented.
8. What development projects were not successful?
9. Why do you think these development projects were not successful?
10. What are your recommendations for future implementation of development projects in your village by the Mtubatuba Local Municipality?

Appendix G Municipal Employee Interview Guide

An assessment of Integrated Development Planning in Mtubatuba Local Municipality with particular reference to Somkhele rural area

INSTRUCTIONS

- You are requested to participate in this research survey and express your views and opinion about the IDP Implementation in Somkhele rural community.
- This interview is strictly confidential.
- Be open and honest.

SECTION A: DEMOGRAPHIC INFORMATION

Please make an X in the appropriate box.

1. What is your gender?	Male	1
	Female	2

2. What is your race?	African	1
	Indian	2
	Coloured	3
	White	4
	Other	5

3. What is your age?	18 to 25 years	1
	26-30 years	2
	31-35 years	3
	36-40 years	4
	41-45 years	5
	46-50 years	6

	51 and older	7
--	--------------	---

4. How long have you worked for Mtubatuba Local Municipality?	Less than a year	1
	1-2 years	2
	2-3 years	3
	3-4 years	4
	4-5 years	5
	5-6 years	6
	Over 6 years	7

5. What is your educational qualification?	No education	1
	Primary education	2
	Grade 8	3
	Grade 10	4
	Grade 12/Matric	5
	University Degree/Diploma	6
	Postgraduate	7

1. What is your role in the Mtubatuba Local Municipality?
2. How is your role related to the implementation of IDP projects in Somkhele rural community?
3. May you please tell me about the development projects that Mtubatuba Local Municipality is implementing in Somkhele rural community.

4. According to your knowledge, who are the important stakeholders in deciding what development projects should be implemented in Somkhele rural community?
5. May you please tell me whether the community took part in deciding the priorities of the community in development project implementation.
6. In your own opinion, what are the roles of Ward Councillors and Committees in the implementation of development projects in Somkhele rural community?
7. May you please tell me the various success stories of the development projects implemented in Somkhele rural community by the Mtubatuba Local Municipality.
8. Why do you think these development projects were successful?
9. May you please tell me about the challenges that the Somkhele rural community is facing even when the development projects are being implemented.
10. What development projects were not successful and why?
11. What are your recommendations for future implementation of development projects in Somkhele rural community by the Mtubatuba Local Municipality?