

A Qualitative Assessment of the Evaluation and Monitoring Processes of Integrated Development Planning (IDP) in the Ngaka Modiri Molema District - North West Province, South Africa

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KEYWORDS Development Planning. Programme / Project Monitoring and Evaluation. Policy Coordination and Integration. Stakeholder Mobilisation. Community Participation. Resource Allocation

ABSTRACT This article reports on a qualitative assessment of the evaluation and monitoring processes of the Integrated Development Planning (IDP) in the Ngaka Modiri Molema District, North West Province, South Africa. It identifies two pertinent themes of a functional IDP, namely, evaluation and monitoring, and uses them as a basis for the assessment. The effectiveness, efficiency, viability, and sustainability of IDP plans, policies, systems, processes, and procedures are put into spotlight and are subject to a rigorous analysis. Qualitative data collection methods and analysis are used. The assessment reveals that the evaluation and monitoring processes of the IDP plans, policies, systems, processes, and procedures were dysfunctional and needed intervention. Based on these outcomes, it recommends that an active community involvement, Government funding and Business supported and sponsored IDP model for transforming the functionality and performance of IDPs in the District be applied with even better vigor.

INTRODUCTION

The Integrated Development Plan (IDP) is an integral part of local government administration and management in South Africa. For this reason, the Constitution of the Republic of South Africa Act 108 of 1996 and the White Paper on Local Government published in March 1998 require that all municipalities develop their own IDP based on their needs. To achieve this goal, the principle of aligning local government plans with national and provincial plans remains the key thrust of intergovernmental development planning. Infrastructure development, which encompasses the management of building integrated human settlements and basic services such water, electricity, and sanitation, remains the core focus of local government IDPs, but plans rarely attract genuine intergovernmental attention and resources. Plans for local economic development that are fostering investment, special projects and alignment to national priority policies such as those detailed in the Constitution are additional responsibilities that many municipalities are unable to effectively respond to. It was deduced from assessments and evi-

dential research that most municipalities especially the poorer performing ones, simply need to dedicate their energies to providing basic services and infrastructure (2009).

Background

The problematic issues in the current practice of municipalities require a critique of how the IDP is utilised as a planning tool. An IDP's credibility does not necessarily mean effective implementation and the litany of service delivery challenges becomes overwhelming for municipalities (Department of Co-operative Governance and Traditional Affairs 2009). In Gauteng, for example, the sheer scale of the problem of ageing and decaying infrastructure that supports bulk services, plus the ever-increasing demand for housing and services to mushrooming informal settlements can be paralysing. Can the weak IDPs of the local municipalities in the Gauteng province and the realities of high poverty and unemployment in the peri-urban areas really align with the aspirations of a city region? (Department of Co-operative Government and Traditional Affairs 2009).

The previous local government system led to an extremely uneven distribution of resources and distorted fragmented patterns of development. According to Coetzee (2001), the eradication of these distortions and imbalances and the poverty which flows from them, is one of the greatest challenges facing the current local government system. IDP is perceived as the principal tool for bridging the gap between the current development realities, and the vision of equitable and sustainable development and service delivery. Newly established municipalities are expected to face their developmental challenges by embarking on integrated development planning processes. It is hoped that IDPs will enable municipalities to develop strategic policy capacity, mobilise resources and target their activities. Coetzee (2001) explains that the Inter-governmental Forum for Effective Planning described integrated development planning as:

...a participatory planning process aimed at integrating sectoral strategies, in order to support the optimal allocation of scarce resources between sectors and geographical areas and across the population in a manner that promotes sustainable growth, equity and the empowerment of the poor and the marginalised.

Phago (2009) is of the opinion that IDPs are prerequisites for the effective functioning of municipalities in South Africa, and alludes to the fact that the *Republic of South Africa: Municipal Systems Act, 2000* (Act 32 of 2000) requires municipalities to introduce and comply with its stipulations for effective and efficient municipal service delivery. This article argues that a functional IDP should be:

- ♦ **Integrated** South Africa inherited inequitable growth and development, where various sectors, communities, and geographical areas competed for limited resources. The host of new functions that are being decentralised to local government means that municipalities need to manage a more integrated package of functions. In order to manage competing interests and functions the planning function includes: the integration of sectoral planning; co-ordination of line function priorities and activities; balancing economic, social, and ecological considerations in planning; the integration of strategic, operational, sectoral, financial, and spatial planning; co-ordination between municipalities and lo-

cal and district Councils; linking planning to management, budgeting, implementation, monitoring and review; the integration of development information; and alignment between priorities and actions of all three spheres of government (Department of Provincial and Local Government 1998).

- ♦ **Participatory** IDPs must be intended to transform the top-down planning practices of the old regime by giving ordinary citizens a say in development issues affecting them. Responding to this aspect, Van Rooyen and Matshego (2006) advise encouraging decentralisation to strengthen local capacity to manage its own rural development programmes, placing communities at the centre of development, supporting voluntary producers' organisations, ensuring that rural communities' needs are taken into account in processes of national development planning, and providing institutions and organisations to ensure effective management of resources. Republic of South Africa: *Municipal Systems Act, 2000* (Act 32 of 2000) fundamentally redefines a municipality as consisting not only of structures, functionaries, and administration of the municipality, but also of the community of the municipality and therefore redefines the relationship between Council and the citizenry. The planning process of developmental local government should therefore be a collaborative process of setting local priorities resulting in the partnership around implementation.
- ♦ **Strategic** The South African reality with its limited resources and numerous demands makes it impossible to address all development issues in the short to medium term. IDPs should empower municipalities to prioritise and strategically focus their activities and resources. A strategic rather than a comprehensive planning approach is preferred. IDPs should help to align scarce resources behind agreed policy objectives and programmes and ensure that actions are prioritised against urgent needs. A strategic approach will enable municipalities to use whatever resources are available to do as much as possible of that which is critical. A functional IDP should be outcome-oriented, principle-led, seeking sustainable solutions, and assuming a step-

by-step cyclical process character (Department of Co-operative Governance and Traditional Affairs 2009).

Based on this background, this article attempts to explore the evaluation and monitoring of IDPs in the Ngaka Modiri Molema District. It will commence by providing objectives, a statement of the problem and its sub-problems, research questions, objectives, methodology, discussion of the findings and finally suggest an IDP model which can be used to transform the performance of Integrated Development Planning in the Ngaka Modiri Molema District.

Statement of the Problem

The significant role that IDPs play in the administration and management of local government must not be underestimated. IDPs should be looked at as written plans that result from the integrated planning process. They are the principal strategic planning instruments in a municipality and guide and inform all planning, development, and management actions and decisions. The municipality and all other spheres of government are bound by the IDPs, except in cases where there is an inconsistency between a municipality's IDP and national or provincial legislation, in which case the legislation prevails (Van Donk et al. 2008).

The outcomes of IDP should include: the co-ordination of infrastructure and service delivery; the spatial integration of place of employment and place of residence; the integration of multiple land uses; integration between adjacent geographic areas, the eradication of spatial segregation, integration of urban and rural areas; and social and economic integration of different communities (Department of Provincial and Local Government 2000-2001). However, in Ngaka Modiri Molema District the real impact of IDP is still to be realised as is demonstrated by the continuing community protests bemoaning lack of service delivery and lack of proper consultation, particularly in the planning and implementation phases of the IDP process. Moreover, IDP systems and processes such as: IDP budgeting; IDP performance management and monitoring; an assessment of the current social, economic, and environmental reality in the District; a determination of community needs and aspirations through active community involvement and participation, developing a vision for develop-

ment in the District; an audit of available resources, skills and capacities; a prioritisation of these needs in order of urgency and long-term importance; the development of integrated frameworks and goals to meet these needs; the formulation of strategies to meet goals within specific timeframes; the implementation of projects and programmes to achieve key goals; and the use of evaluation and monitoring tools to measure impact and performance (The Republic of South Africa: The White Paper on Local Government 1998).

The fundamental problem underlying the study is that although the outcomes of Integrated Development Planning are beneficial and commendable, their impact is not realisable and discernable in the Ngaka Modiri Molema District.

Contributing to this problem are the following sub-problems

- ♦ *The Effectiveness of IDP Evaluation Systems and Processes in the District:* Even though section 34 of the Municipal Systems Act 32 of 2000 stipulates that the municipalities must review their IDPs annually in accordance with the assessment of their performance measurements and to the extent that changing circumstances so demand, the district does not ensure its IDP meets the requirements of being implementation-oriented, strategic, integrated and participatory. It is against this background that the District must review its IDP through the IDP review plan that effectively guide and steer its IDP process.
- ♦ *The Adequacy of IDP Monitoring Mechanisms Adopted in the District:* Key IDP monitoring mechanisms must include (1) strategies and projects to address identified priority issues, (2) the IDP document that addresses both rural and urban issues, (3) the IDP document that contains the financial plan with financial resources available for capital projects and operational expenditure, and (4) the rectification of all deficiencies experienced around financial administration and management.

Research Questions

Based on the background and statement of the problem, we sought to pose and answer the following questions:

- ♦ Are the IDP evaluation systems and processes in the District effective and efficient? and
- ♦ How adequate are the IDP monitoring mechanisms in the District?

Research Objectives

Emanating from the above research questions are the following specific objectives, which are to explore:

- ♦ The IDP evaluation processes in the District; and
- ♦ The IDP monitoring mechanisms in the District.

Theoretical Framework

This article is guided by four theoretical frameworks discussed as follows:

The IDP process starts with the drawing up of an IDP plan, which will ensure proper management of the planning process and which requires close coordination between those responsible for the IDP, and those responsible for other activities in the municipality. The district council must, in consultation with its local municipalities, adopt a framework for integrated development planning that includes: determination of coordination, consultation, and alignment between the district and the local municipalities which binds them together; guidance for each local municipality in preparing the process plan; a time schedule for the planning process; a definition of roles and responsibilities; and identification of how the process will unfold (Department of Provincial and Local Government 1998).

In addressing the IDP process, Van Donk et al. (2008) state that the government has understood that if sectoral services such as water, electricity, waste management, housing, roads, transport are not well coordinated, and integrated in the programmes, it will not be able to maximise the return on investments and is also likely to squander the potential economic impact of service delivery. Against this, the role of local government in settlement management comes strongly to the fore. The bedrock of the new approach to service delivery and sustainable livelihoods has to be local governments. The instrument best placed to achieve such an integrated approach is the IDP.

The Republic of South Africa: Municipal Systems Act, Act 32 of 2000 assigns responsibility for managing the preparation of the IDP to the Executive Committee or Executive Mayor (who can assign this responsibility to the municipal manager). In many municipalities an IDP coordinator, reporting directly to the municipal manager and the Executive Committee or Mayor, is appointed to manage the process. This responsibility for the IDP is in line with the Constitution, which gives municipalities the responsibility to ensure that the quality of life for residents is improved. The new role of local government includes the provision of basic services, creation of jobs, promotion of democracy and accountability and the eradication of poverty. Preparing and using the IDP enables the municipality to manage the process of fulfilling its developmental mandate. Marais et al. (2008) emphasise the significance of this issue when they state that the use of development indicators in the IDP process is not only required by legislation, but is also aimed at ensuring the measurability of development initiatives and thereby ensure the accountability of decision-makers in municipalities. Development indicators guide municipalities in the allocation of resources to those areas where they are most needed.

The elected council is the ultimate decision-making forum on the IDP, but the integrated development planning process is participatory in nature and requires input from various stakeholders. For this reason, the municipality must adopt an appropriate approach and put in place structures to ensure effective participation by all stakeholders. IDP is an intergovernmental system of planning which requires the involvement of the three spheres of government. Some contributions have to be made by provincial and national governments to assist municipal planning. This promotes intergovernmental co-ordination by facilitating a system of communication and co-ordination between local, provincial, and national spheres of government. The metros, the local municipality and the District municipality need to prepare and adopt an IDP. A District municipality must also provide support to local municipalities to build their capacity and facilitate the preparation of a framework to ensure co-ordination and alignment between the local municipality and the District. Minnaar (2006) states that the South African public sec-

tor has gradually introduced a comprehensive performance management system since the publication of the Presidential Review Commission' Report to former President Nelson Mandela in 1998 as its micro management framework.

This system is based on the application of two distinct, yet mutually dependent management techniques, viz. strategic planning and performance management. Strategic planning allows for an institution to set its strategic direction based on an analysis of the conditions and needs in the external management environment, matched with institutional capacity. Performance management provides the management applications to enable the institution to arrange its structures, organisational set-up, institutional systems and management processes around the strategic direction determined during the strategic planning phase of the integrated process (Minnaar 2006). However, the management framework that gradually took shape following the recommendations of the Presidential Review Commission is still unfolding, as functional areas of management competencies, such as public finances, human resources management and development, and the supply chain management framework are transformed to bring it in line with the integrated performance management system.

Many of the new municipalities are too large to allow for active and direct community participation of all residents in a complex planning process (Department of Co-operative Governance and Traditional Affairs 2009). Active and direct community participation and IDPs require clear rules and procedures specifying who is to participate or to be consulted, on behalf of whom, on which issue, through which organisational mechanisms, and with what effect. Makgoba (2006) bemoans the lack of meaningful active and direct community participation. Active and direct community participation has to be institutionalised in order to ensure that all residents have a chance to participate. It has to be structured to provide sufficient room for diversity in styles and cultures. Institutionalising active and direct community participation means setting clear minimum requirements for participation procedures which apply to all municipalities by means of regulations, and providing a legally recognised framework. All municipalities in order to promote active and direct community participation need to create the conditions for this participation. This should be done

with a view to the needs of disadvantaged and marginalised groups in accordance with the conditions and capabilities in a municipality (Malefane and Khalo 2010).

The research problem and its sub-problems, research questions and research objectives underlying this research discourse required the use of qualitative approach. The selection of this qualitative paradigm was based on the fact that it captures reality because it engages the qualitative social sciences researchers in the process of theoretical abstraction and data reduction. This selection was informed by the premise that the key commitment of qualitative research should be to be true to the phenomenon, and closely related to this thinking, in fact built on it, is the need to capture the reality and the complexity of the real world, rather than seeking to reduce it to some model or set of variables and measurement procedures, as in a quantitative paradigm. Non-probability purposive sampling was preferred and the choice of data collection methods and data analysis techniques was justified on the basis that they could enhance the reliability, credibility, and the validity of data, yet at the same time could guard against possible bias in the data. Subject to the scope of qualitative research and the prescripts of empirical study, descriptive approaches were compiled focusing on the five local municipalities constituting the District.

POPULATION

The Ngaka Modiri Molema District is situated in the central portion of North West Province in South Africa. It shares a boundary with Botswana and it is referred to as a 'gateway' to the Southern African Development Countries (SADC). It has five Local Municipalities in its jurisdiction which are presented in Table 1. According to Census 2001 taken by Statistics South Africa, Ngaka Modiri Molema District predominantly contains small scattered villages, which is a serious challenge when it comes to the provision of basic services. This District accounts for 20.79% of the population of the province, with most of the population situated in Mafikeng Local Municipality (34.01%). This is followed by Ditsobotla Local Municipality (19.34%); Ramotse Moiloa Local Municipality (18.01%); Tswaing Local Municipality (14.96%); and Ratlou Local Municipality (13.67%). The

District is more rural than urban, with 75% of households being in rural areas compared to 25% urban households. The District contributes 25.42% of the total rural households for the entire province, whereas it accounts for only 11.30% of the urban households in the province. Both Mafikeng Local Municipality and Ditsobotla Local Municipality contribute the highest percentages towards urban households in the District (34.84% and 36.79% respectively). The lowest percentages of urban households are found in Tswaing Local Municipality and Ratlou Local Municipality.

Sampling

Non-probability purposive sample was selected for this analysis because it allowed the author to subjectively select the sampling units in an attempt to obtain a sample that appears to be representative of the population. The author was, however, mindful of the fact that in such a situation the chance that a particular sampling

unit will be selected for a sample depends on the subjective judgment of the researcher. Frankfort-Nachmias and Nachmias (1996: 184-185) advise that because it is usually impossible to determine why a researcher judges the sampling unit selected as representative of the sample, it is difficult to determine the probability of the inclusion of any specific sampling unit in the sample. Nevertheless, social scientists have used purposive samples with some success in attempts to forecast election turnout. In the United States, for example, researchers select a number of small election districts in each state whose election returns in previous years approximated the overall state returns. All the eligible voters in the selected districts are interviewed as to their voting intentions, and the forecast is based on these reports. The underlying (and indeed risky) assumption is that the selected districts continue to be representative of their respective states.

The sample selected for this analysis is presented in Table 2. The sample consists of sev-

Table 1: Indicating population and total number of household (Statistics South Africa, Census, 2001)

<i>Name</i>	<i>Population</i>	<i>Population as % of district</i>	<i>Population as % of the province</i>	<i>No. of households</i>	<i>Household as % of the district</i>	<i>Household as % of the province</i>
Ngaka Modiri Molema District	762985	100.00%	20.79%	184760	100.00%	19.89%
Ratlou Local municipality	104321	13.67%	2.84%	22717	12.30%	2.45%
Tswaing Local Municipality	114145	14.96%	3.11%	25369	13.88%	2.76%
Mafikeng Local Municipality	259476	34.01%	7.07%	67577	36.58%	7.27%
Ditsobotla Local Municipality	147597	19.34%	4.02%	36428	19.72%	3.92%
Ramotshere Moiloa Local Municipality	137441	18.01%	3.75%	32399	17.54%	3.49%

Table 2: The sample used in the study

<i>Municipality</i>	<i>Executive mayor</i>	<i>Municipal manager</i>	<i>Integrated Development Plan (IDP) manager</i>	<i>Community leaders</i>	<i>Total</i>
Ngaka Modiri Molema District	1	1	1	10	13
Mafikeng Local	1	1	1	10	13
Tswaing Local	1	1	1	10	13
Ramotshere Moiloa Local	1	1	1	10	13
Ditsobotla Local	1	1	1	10	13
Ratlou Local	1	1	1	10	13
Total	6	6	6	60	78

enty-eight (78) respondents: thirteen from the District offices; thirteen from the Mafikeng Local Municipality; thirteen from Ditsobotla Local Municipality; thirteen from Ramotshere Moiloa Local Municipality; thirteen from Ratlou Local Municipality; and thirteen from Tswaing Local Municipality.

Data Collection, Analysis, and Interpretation

Qualitative data collection methods used in this exploration, were participant observation, in-depth interviewing, document study, and case study, as well as qualitative data analysis and interpretation techniques of content analysis and case study analysis. In employing these methods and techniques care was taken as to ensure that they enhanced the validity, reliability, credibility, objectivity, and dependability of data, as well as guarding against bias in the data. De Vos et al. (2005) highlight the importance of these methods and techniques in qualitative research. The approach used consisted of:

Participant Observation

This method of qualitative research was selected as it is associated with contemporary field research, whereby the researcher attempts to attain some kind of membership in or close attachment to the group that he wishes to study. As a participant observer, the researcher attempted to adopt the perspectives of the people in the situation being observed. The researcher's role was that of conscious and systematic sharing, insofar as circumstances permit, in the life activities, and on occasion, in the interests of a group of persons.

In-depth Interviewing

This method was selected with due regard to its advantages. It offers great flexibility in the questioning process, and the greater the flexibility, the less structured the interview. It gives greater control of the interview situation and the interviewer can determine the wording of the question, clarify terms that are unclear, control the order in which the questions are presented, and probe for additional information and detail. The method ensures that the respondents answer the questions in the appropriate sequence or that they answer certain questions before they are asked subsequent questions.

The researcher prepared and used a comprehensive qualitative interview schedule, and spent a considerable time interviewing respondents in their natural working environment, and also allowing them the opportunity to freely express their feelings, thoughts, experiences, and emotions regarding any aspect of the inquiry.

Document Study

Under this, the researcher spent a lengthy period of time scrutinising a variety of documents relating to the concept of IDP. These documents included: personal documents, official documents, mass media, print and electronic media, and archival material. This method was used with due consideration for the authenticity of the data they contained and the bias that may occur in the said data.

Case Study

Community leaders representing various interests were included in the sample. The author decided to adopt a "one-shot" case study in this exploration, which involves an observation of single group or event at a single point in time, usually subsequent to the phenomenon, in this case the IDP that allegedly produces change. For example, this exploration involves an observation of single communities after IDP programmes were presented. As the number of case studies grew, the researcher found it very important to attempt to integrate the findings of the various explorations in order to overcome the limitation of a "single-case" study.

Content Analysis

In this exploratory discourse, the researcher used this analysis in describing the attributes of the messages obtained through document study and case study, identifying trends in the use of symbols that express the major goals and values of modern IDPs, analysed a number of editorials on IDPs from various functional municipalities across the country, and then applied cultural and ideological models to explain the legitimacy of the results.

Qualitative Case Study Analysis

A variety of IDP cases lodged with the District were referred to and treated with careful

circumspection as to their merit, validity, reliability, and credibility to the enquiry to ensure the relevance, quality, and authenticity of the data they provided for this exploratory discourse. In complying with ethical requirements, the researcher ensured that data obtained was treated with confidentiality and made sure that he took credit only for the work actually done in direct connection with scholarly and research endeavours and also gave credit to the contributions made by others.

RESULTS AND DISCUSSION

The study found that the IDP evaluation systems and processes in the District were not effective, and that the IDP monitoring mechanisms adopted were not adequate. Even though there were IDP plans, policies, systems, processes, and procedures in the District, these were not given the importance that they deserved. They were inadequate and counterproductive. It was found that such IDP plans, policies, systems, processes, and procedures were very far from expressing the genuine needs, aspirations, and interests of the local communities. On the contrary, they were found to be reflecting the wishes of the “external consultants” who pretended to understand the real needs of local communities.

There were no clearly defined and properly designed IDP evaluation processes in the District, and this made it very difficult for IDP managers and officials to remain accountable to the communities about IDP issues. For example, looking at IDP plans in the District, the author discovered that due to lack of proper evaluation, most of these failed to take into account linkages within the District economy, existing and potential land usage and transport planning, economies of scale for infrastructure development, and future industrial, commercial, and residential development. This evaluation suggests that the effectiveness and the efficiency of the IDP plans, policies, systems, processes, and procedures cannot be readily ascertained unless something drastic is done to address this anomaly. Lack of national and provincial government support for IDPs was found to be a worrying factor.

Monitoring IDP Mechanisms in the District

The absence of visible and well designed IDP monitoring devices was observed and

singled out as one of the stumbling blocks that almost led to the complete collapse of the planning endeavours in the District. Regarding the adequacy of the IDP monitoring mechanisms it was discovered that where such mechanisms were put in place, they were not adequate enough to enable the District to address the IDP challenges in a sustainable manner.

The Suggested IDP Model

Based on these findings, we suggest the following IDP model recommended for the transformation of IDP performance in the District.

“Genuine active community engagement > government funded > and business supported and sponsored IDP model”

This model is diagrammatically presented in Figure 1.

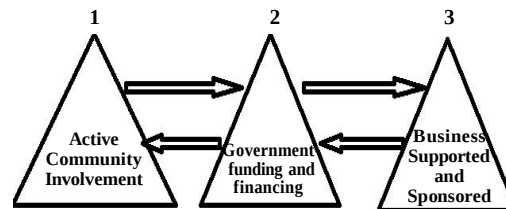


Fig. 1. Suggested IDP model for the District

Description of the Model

1= Active Community Engagement: The genuine involvement and participation of local communities is a *sine qua non* for effective, efficient, viable, and successful IDPs. Local communities should not merely be consulted but be fully engaged regarding decisions pertaining to the design, definition, identification, implementation, evaluation, monitoring, and reviewing of IDP plans, policies, systems, processes, and procedures. The outcome from this approach is that local communities are lured to eventually buy into the IDP programmes that reflect their real aspirations—and thus have reasons to own and support them. This view emerges from the contention that people should decide for themselves what constitutes “a better life”. To this end, Davids et al. (2009) maintain that:

People-centred development puts people at the centre of development by insisting that development should firstly be *for* people (by creating opportunities for everyone), and secondly

by people (which implies that people should actively participate in development initiatives).

2= Government IDP Funding and Financing: The IDP funding and financing role must not be taken lightly. Once local communities have assisted in the definition of their real needs through active community participation process, and once they have indicated their buy-in and consider IDP programmes as their own, government (both national, provincial, and local) must provide the necessary funds and financing without further delay from unnecessary excuses. It is advisable that municipal Councils and their relevant officials should change their attitudes when it comes to spending public money in financing the developmental programmes of local communities. The model suggests that managers and officials adhere to and comply with the relevant legislative and policy provisions regarding the use and application of government funds. Republic of South Africa: Public Finance Management Act 1 of 1999; Republic of South Africa: Municipal Finance Management Act 56 of 2003; all relevant Treasury regulations; and Auditor General's recommendations must be observed. Evaluation and monitoring of IDP programmes is a key prerequisite and must never be compromised in any way. In acknowledging the importance of this submission, Kotze (1997) advises that:

Development, in the sense of positive change (especially in Third World countries), is therefore a process. Such development must ideally occur through democratic and consultative practices, through identifying (as accurately as possible) and acting on what is good for people in a particular context...the development process will lead to the greater material and spiritual welfare of the individual person and of the society concerned, and to the abolition of poverty. Development efforts will lead to a more coherent national economy and a better organised government.

Based on this assertion, it becomes imperative for public managers and officials (particularly those at local government level) to be held publicly accountable not only for the decisions and actions that they take, but also for the manner in which they apply public financial resources.

3= Business Supported and Sponsored: Businesses operate within local communities. Their role in uplifting life of communities cannot

be ignored. Their contribution to community development should be judged from the manner in which they are prepared to support and sponsor community development programmes in the District. To achieve this, economic opportunity should exist to facilitate partnership agreements between business and the rest of the stakeholders in the developmental process. Some form of public-private-partnerships in the District is therefore suggested.

To consolidate this important articulation, Van Rooyen and Malan (2007) submit that:

Sustainable urban socio-economic development requires all South African municipalities to introduce a business-like approach towards development by setting in place integrated development plans. This implies that local government should follow a strategic approach to the planning and implementation of development programmes and projects.

The arrows in Figure 1 indicate that an IDP process is an interactional activity entrenched in the "open systems" perspective, according to which there is a constant interrelationship and interdependence among the various elements of the system leading to a unified whole. Constant feedback amongst various stakeholders is a significant characteristic.

CONCLUSION

This article dealt with the assessment of the evaluation processes and monitoring mechanisms of Integrated Development Planning in Ngaka Modiri Molema District of the North West Province, South Africa. Implementing the qualitative approach and design as well as data collection methods and techniques and sampling, the article looked at issues around the effectiveness and efficiency of IDP systems and processes in the District and the adequacy of the IDP monitoring mechanisms adopted. The article shows that, amongst other things, although the District has IDP evaluation systems, processes, policies, plans and procedures and IDP monitoring mechanisms, these were not effective and efficient, and the IDP monitoring mechanisms were far from adequate (in other words, it was discovered that there was no meaningful IDP evaluation and monitoring in the District). On the basis of these findings, we recommend a '*genuine active community engagement, government funded, and business supported and*

sponsored IDP model that will restructure and revitalise not only the evaluation and monitoring of the IDP, but also the functionality and the performance of IDP in the District.

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