



UNIVERSITY OF KWAZULU-NATAL

**THE ROLE OF INTERGOVERNMENTAL RELATIONS IN
LOCAL GOVERNMENT: A CASE OF LOCAL
ECONOMIC DEVELOPMENT IN AMAJUBA DISTRICT
MUNICIPALITY**

By

Thabo Xaba

213572205

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College of Law and Management Studies


Supervisor: Dr Fayth A. Ruffin

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DECLARATION

I, **Thabo Xaba** declare that,

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
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Signed.....

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I would like to thank Jehovah Elohim for faith, strength, and love that He has revealed unto me throughout the entire duration of my studies. His provision financially and socially made this journey an experience that I will treasure for the rest of my life.

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My children, Siyamthanda, Azande-Izibusiso, Nkazimulo, and Busizwe you might have been too young to help me with my work; however, you have been at the centre of my motivation to press on even when challenged from time to time.

Thank you!

DEDICATION

This work is dedicated to my daughter, Azande-Izibusiso Xaba, who was just 8 months old when I began this journey and did not spend as much time as would have liked during the nights when she was jolly and not prepared to sleep, and those nights when she was just being a baby putting energy in everything she did, which at times would be troubling to her mother.

ABSTRACT

The aim of this study is to explore and examine the role played by intergovernmental relations (IGR) in local economic development (LED) in a local sphere of government with focus on the two rural municipalities of Dannhauser and Emadlangeni in the Amajuba District Municipality, KwaZulu-Natal Province, South Africa. The study also determines factors that facilitate or hinder the implementation of LED strategies by intergovernmental structures between the district and local municipalities. The study further explores employee perceptions about the relationship between IGR and LED, and lastly it explores beneficiary perceptions about LED.

To achieve the objectives of the study, both qualitative and quantitative methods were used; survey questionnaires and in-depth interviews were tools for data collection from a selected sample of population in the study area. The findings show that while intergovernmental relationships exist in the study area, there are still gaps. The role of local municipalities is not clearly stipulated, and there is confusion of powers in the (national, provincial, and local government), as the local municipality status, role, governing principles and the relationship between district/local municipalities are not clearly stipulated. There also seems to be uncertainty about the ground rules which results in inconsistent practices, unreasonable expectations and lack of application of constitutional rules and observations. In addition, the study reveals, that there is a need for clarity in operational concepts. All players in the IGR system, must work from the same ground rules; there must be clarity on the core operational concepts so as not to obscure full participation in decision-making.

Moreover, the findings also show that the IGR in the Amajuba District Municipality are contrary to the principles that govern intergovernmental relations in that it is the responsibility of all the three spheres of government to acknowledge each other, and respect the institutional powers and functions assigned to each individual sphere, whilst ensuring that there is a flow of information between them on policy matters.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF FIGURES	x
LIST OF MATRICES	xi
LIST OF TABLES	xii
LIST OF APPENDICES	xiii
ACRONYMS	xiv
CHAPTER ONE: INTRODUCTION OF THE STUDY	1
1.0. Introduction	1
1.1. Background to the research problem	1
1.2. The research problem	2
1.3. Research objectives	4
1.4. Key research questions	4
1.5. Significance of the study	5
1.6. The rationale of the study	5
1.7. Project site	6
1.8. Research design and methods	6
1.8.1. Research design.....	6
1.8.3. Research strategy: case study.....	7
1.8.4. Units of analysis.....	7
1.8.5. Sampling	7
1.8.6. Data collection	8
1.8.7. Data quality control.....	8
1.8.8. Limitations of the study	8
1.9. Definition of key terms	9
1.10. Structure of the dissertation	9
1.11. Chapter conclusion	10
CHAPTER TWO: INTERGOVERNMENTAL RELATIONS AND LOCAL ECONOMIC DEVELOPMENT	11
2.0. Chapter introduction	11
2.1. Intergovernmental relations	11
2.1.1 Intergovernmental relations: legislation, guidelines and implementation.....	11

2.2. The Intergovernmental Relations perspective and implementation	15
2.2.1. Implementing Intergovernmental Relations.....	16
2.2.2. Types of intergovernmental policy networks.....	16
2.3. Local Economic Development.....	17
2.3.1. Local economic development: legislation, guidelines and implementation.....	17
2.4. Integration between Intergovernmental Relations and Local Economic Development	20
2.5. Conceptual framework	23
2.6. Chapter conclusion	24
CHAPTER THREE: REASEARCH DESIGN AND METHODOLOGY.....	25
3.0. Chapter introduction	25
3.1. Research design	25
3.2. Philosophical worldview	26
3.3. Research strategy: case study	26
3.4. Units of analysis.....	27
3.5. Sampling	28
3.5.1. Probability sampling	28
3.5.2. Non-probability sampling	29
3.6. Data collection	29
3.6.1. Survey questionnaires	30
3.6.2. Interviews.....	30
3.6.3. Documentary sources	31
3.7. Data analysis.....	31
3.7.1. Quantitative data analysis	31
3.7.2. Qualitative data analysis	31
3.8.Triangulation.....	32
3.9. Research quality	32
3.9.1. Quantitative research quality: validity and reliability	33
3.9.2. Qualitative research quality: trustworthiness and credibility.	33
3.10. Limitations of the study	34
3.11. Ethical considerations.....	34
3.12. Chapter conclusion	35
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS.....	36
4.0. Chapter introduction	36
4.1. The context of the case study.....	36

4.2. Quantitative data presentation	39
4.2.1. Recapitulation of research objectives and research questions.....	39
4.2.2. The structure and approach in quantitative data analysis.....	40
4.3. Demographic information of the respondents	40
4.4. The discussion on quantitative data in terms of sub-headings, matrices	41
4.4.1. LED Initiatives in poverty alleviation and job creation.	41
4.4.2. The manner in which municipalities approach LED beneficiaries and/or initiatives ...	43
4.4.3. The IGR role of municipalities in improving and growing LED initiatives	46
4.5. Qualitative data presentation.....	50
4.5.1. The role of IGR in LED	50
4.5.2. Implementation of LED in Amajuba District.....	53
4.5.3. Employee perceptions of the interrelation between IGR and LED	56
4.6. Cross-case aanalysis.....	57
4.7. Triangulation.....	58
4.8. Summary of the findings	60
4.9. Chapter conclusion	61
CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	62
5.0. Chapter introduction	62
5.1. Recapitulation of research objectives and questions	62
5.2. Summary of chapters.....	63
5.2.1. Chapter One: Introduction to the study.	63
5.2.2. Chapter Two: Intergovernmental Relations and Local Economic Development.....	63
5.2.3 Chapter Three: Research methods.	64
5.2.4. Chapter Four: Data presentation, analysis, and findings.....	64
5.3. Summary of the findings and conclusion	64
5.3.1. The role of intergovernmental relations in local economic development	65
5.3.2 The factors that facilitate or hinder implementation of strategies.....	65
5.3.4 Beneficiaries' perceptions.....	65
5.4. Significance of the study to the body of knowledge on IGR and LED	66
5.5. Recommendations from findings and conclusions.	66
5.6. Recommendations for future research.....	67
5.7. Chapter conclusion	67
References	68
Appendix 1: Editing Certificate.....	74
Appendix 2: Research Survey Questionnaire.....	75

University of KwaZulu Natal	75
Appendix 3: Qualitative Interview Questions.....	78
Appendix 4: Two Samples of Responses from Interviews	80
Appendix 5: Coding of Participants	114
Appendix 6: Data Reduction for Qualitative Interviews	115
Appendix 7: AFLED Memorandum of Understanding	119
Appendix 8: Ethical Clearance.....	124

LIST OF FIGURES

Figure 2.1: The relationship between IGR Legislative Framework and LED.....	19
Figure 2.2: The local government mandate on LED and IGR.....	20
Figure 2.3: The transactive and interactive implementation of IGR.....	21
Figure 4.1: Locality map of the case study area: Amajuba district.....	36
Figure 4.2: Locality map of three municipalities (Newcastle, Emadlangeni and Dannhauser) within Amajuba district KZN.....	38
Figure 4.3: Age categories of respondents.....	41
Figure 4.4: Duration of respondents in business.....	43
Figure 4.5: Number of employees in the business owned by respondents.....	43
Figure 4.6: Type of business owned by respondents.....	44
Figure 4.7: Type of assistance received by respondents from the municipality.....	46
Figure 4.8: Application process for funding.....	46
Figure 4.9: Services received from the municipality for growth of beneficiary businesses.....	47
Figure 4.10: Helpfulness of municipal officials in individual needs of businesses.....	48
Figure 4.11: Municipality's engagement platforms with respondents.....	49
Figure 4.12: Cooperation between local and district municipalities.....	50
Figure 4.13: Respondents' satisfaction with LED implementation.....	51
Figure 4.14: Platform for local business information sharing.....	52
Figure 4.15: Triangulation of data.....	61

LIST OF MATRICES

Matrix 4.1: Job creation	42
Matrix 4.2: Municipal assistance.....	45
Matrix 4.3: IGR in LED.....	49
Matrix 4.4: AFLED an IGR platform.....	53
Matrix 4.5: Positive factors in LED implementation.....	55
Matrix 4.6: Negative factors in LED implementation.....	56
Matrix 4.7: Perceptions of IGR role in LED.....	58
Matrix 4.8: Cross-case Analysis	59

LIST OF TABLES

Table 1.1: Key terms and definitions.....	9
Table 2.1: Intergovernmental Relations Legislation and Practice.....	14
Table 2.2. Local Economic Development Implementation.....	20
Table 3.1: Sampling size for interviewees.....	26
Table 3.2: Local economic development beneficiary groups: units of analysis.....	27
Table 4.1: Research objectives and research questions.....	40
Table 4.2: Gender of respondents.....	41
Table 4.3: Research objectives and research findings.....	62
Table 5.1: Research objectives and research questions.....	64

LIST OF APPENDICES

Item	Name of the annexure	Page number
1.	Editing Certificate	74
2.	Research Survey Questionnaire	75
3.	Qualitative Interview Questions	78
4.	Two Samples of Responses from Interviews	80
5.	Coding of Participants	114
6.	Data Reduction for Qualitative Interviews	115
7.	AFLED Memorandum of Understanding	119
8.	Ethical Clearance	124

ACRONYMS

ADM	- Amajuba District Municipality
AFLED	- Amajuba Forum for Local Economic Development
ANC	- African National Congress
COGTA	- Department of Co-operative Government and Traditional Affairs
DLM	- Dannhauser Local Municipality
DPLG	- Department of Provincial and Local Government
ELM	- Emadlangeni Local Municipality
EAC	- East African Community
GEAR	- Growth, Employment, and Redistribution
GVA	- Gross Value Added
IDP	- Integrated Development Plan
IGR	- Intergovernmental Relations
IGRFA	- Intergovernmental Relations Framework Act 13 of 2005
LED	- Local Economic Development
MOU	- Memorandum of Understanding
NDP	- National Development Plan
NGO	- Non-Governmental Organisation
NPO	- Non-Profit Organisation
PPP	- Private Public Partnership
RDP	- Reconstruction and Distribution Programme
SDBIP	- Service Delivery Budget and Implementation Plan
USA	- United States of America

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0. Introduction

This study focuses on the role of intergovernmental relations (IGR) in local economic development (LED) regarding the Amajuba District Municipality (ADM), with its two rural local municipalities, namely; Dannhauser Local Municipality (DLM), and Emadlangeni Local Municipality (ELM). The study is conducted with the intent to understand the role of intergovernmental relations in LED in the local sphere of government. This is done against the background that local government was established for the purpose, amongst other things, of promoting economic development as indicated in the South African Constitution [RSA, 1996, Section 152(1) (c)]. Chapter One of this study will focus on the basis for the research undertaken by the researcher. The background of the study and the research problem are clearly outlined to give meaning to the research questions, and research objectives of this study. The research design and methods chosen for this study are also discussed as well as how the research is executed. The structure of the entire dissertation was outlined in this chapter. All the chapters of this study have brief and well-structured chapter introductions and chapter conclusions.

1.1. Background to the research problem

The global financial crisis which hit the world in 2008 had deeper consequences, with unemployment being one of the most notable (Herl *et al.*, 2014, p.2). A weaker economy means unemployment, inequality, and poverty (O'Campo *et al.*, 2015, p.88). A conclusion can therefore be drawn from the above statements that where unemployment is rife, it is certain that high levels of inequality and poverty will be experienced.

Herl *et al.*, (2014, p.2) have suggested that the financial crisis experienced in 2008 (which was ultimately referred to as the “great recession”) had a negative effect on global markets in Europe where the effects of the great recession resulted in employment contractions and an increase in unemployment. Another impact was on developing parts of the world, such as Africa, where the experience of the great recession in Europe came with unbearable consequences. For example, in 2009, South Africa lost more than one million jobs.

Whilst commentators may have many other views regarding this unfortunate situation to several causes, the contributory effects of the great recession should not be set aside.

1.2. The research problem

Currently, some 24 years into democracy, South Africa is confronted by three serious social issues, namely; poverty, inequality and unemployment (National Development Plan, 2011, p.1). The National Development Plan (2011, p.1) suggests that the South African government has been trying for many years to work out strategies that will grow the economy and ultimately deal with the burden of poverty, unemployment, and inequality, such as the Reconstruction and Development Programme (RDP) and Growth Employment and Redistribution (GEAR).

Statistics South Africa (2018, p.2) indicates a 2,2 % decline in South Africa's gross domestic product (GDP) in the first quarter of 2018. This does not provide any positive signs of eliminating poverty, unemployment, and inequality. The high levels of poverty, unemployment, and inequality are an indication that South Africa is at the crossroads, and this is attested by the number of service delivery protests witnessed across the country, high levels of crime, and skewed educational support for rural communities. There are many reasons to believe that for any government to adequately address these challenges requires a clear plan to grow the economy and eradicate such challenges. Unemployment rate in Emadlangeni and Dannhauser is 37,6 % and 47,6 % respectively, with 46,6 % and 58,2 % making up the total unemployment rate in these two municipalities (Statistics South Africa, 2018).

The reality of the matter is that not everyone will be employed by government or the public sector; however, the government should look for the means to ensure 'a better life for all' and this is perhaps where local government can play an important role. Central to this idea is that local government should lead LED through its initiatives by organising people into co-operatives that can give them a financial income. Service delivery concerns which have resulted in service delivery protests is another more recent cause for concern. The key challenge being raised by those protests is the issue of job creation. In this context, it is perhaps unfortunate that there is a lack of understanding of the objectives of local government. Municipalities are not, by their nature, capable of creating jobs; however, they can respond to cries of unemployment, poverty and inequality by ensuring that LED initiatives are prioritised.

The Department of Provincial and Local Government (DPLG 2002), in line with the Constitution, was called to draft an important LED policy document that would provide guidelines for municipalities on how to address poverty and inequality through developmental projects. In 2002, the drafted document titled Refocusing development on the poor presented a case for upholding "pro-poor" growth, which would clearly target low-earning groups and the side-lined (DPLG, 2002). One of the critical developmental areas includes community-based economic development which is directly linked to investment in human growth; (infrastructure

and civic services, leak working in the local economy and holding and growing local economy accomplishments) (Rogerson 2014, p. 207). The LED policy document provided a critical contribution with its potential national framework to LED and proved to offer more strength to the existing municipal economic and social development projects with its robust pro-poor emphasis in line with supporting developmental tactics in areas of critical significance (Ramukumba 2016, p. 2).

The research problem of this study is the lack of successful LED outcomes which suggests that there may be poor relations between the district municipality and the local municipalities. The successful outcomes of LED are key to championing the socio-economic issues. Thus enabling more people to participate in the mainstream economy of the country.

Local Economic Development has recognised the critical areas which will profit the poor are in line with cultivating governing frameworks, municipal service distribution and the establishment of employment through the prompting of local activities (Ramukumba, 2016:10). The key sphere for establishing employment relates to the behaviour of the informal economy, plus a range of home-based initiatives and micro-enterprise activities (Benjamin. 2014, p.27). Rogerson & Nel (2014, p. 19) suggests that the existing support intervention can be either direct or indirect. They reiterate that the direct support for job creation will require local government policy intervention especially for the functioning of both survivalist and growing micro-enterprises. The forms of policy intervention range from the development of local information base, zoning changes, marketing support and promotion, facilitation of periodic markets and assistance for development of appropriate vocational training (Rogerson & Nel, 2014, p.26).

South Africa's history is mainly characterised by the unfortunate apartheid system of governance which divided people based on colour. The apartheid policies resulted in many socio-economic challenges for most South African citizens. When democracy began in 1994, the new government quickly had to look at how to improve the socio-economic standards of its people. Hence in terms of Chapter 7 of the Constitution (1996) local governments were given the responsibility to address these disparities in local communities. One of the many outlined objectives of local government is to ensure economic development for local people of a particular area [RSA 1996, Section 151(1) (c)]. However, the LED initiatives in the Amajuba District have been unstable and, as such, they have failed to contribute towards growing the local economy and curbing poverty and inequality in the area (Statistics South Africa, 2011). It should be noted that the Constitution of 1996 is clear in that if the country is to champion service delivery and improve the socio-economic standards of its people, government institutions throughout the three spheres of government (national, provincial, and local government) must forge partnerships to realise co-operative governance. This strategy was

advocated by the White Paper of Local Government (RSA 1998) which was promulgated to provide a policy framework on how the three spheres of government could achieve co-operative governance (Mello & Maseramule, 2010, p. 287). Currently, co-operative governance no longer takes place in a vacuum; however, platforms to forge these partnerships should be created with the intention to ensure sound relations amongst the three spheres of government and government institutions at all levels. In accordance with the Intergovernmental Relations Framework Act, intergovernmental relations were identified as one such vehicle, which will drive co-ordination amongst government institutions and avoid repetition whilst working for the collective citizenry (Intergovernmental Relations Framework Act 13 of 2005 (RSA, 2005: Section 4).

To understand some of the key challenges facing South Africa, therefore, this study seeks to highlight the role of intergovernmental relationships in LED at the Amajuba District Municipality. This investigation stems from the identified societal problems of increasing inequality, poverty, and unemployment gaps within that local area (Statistics South Africa, 2011).

1.3. Research objectives

The research objectives informing this study are as follows;

- To examine the role played by intergovernmental relations in LED at a local sphere of government;
- To determine the factors that facilitate or hinder implementation of LED strategies by intergovernmental structures between the district and local municipalities;
- To explore employee perceptions about the relationship between IGR and LED; and
- To explore beneficiaries' perceptions about LED.

1.4. Key research questions

This study seeks to respond to the below questions;

- How do intergovernmental relations influence implementation of LED at local government?
- How are intergovernmental relations for LED being implemented across the district and the local municipalities under study?
- What are employee perceptions of the role of intergovernmental relations in LED?

- What are the beneficiaries' perceptions regarding the role of the district municipality and local municipality in LED?

1.5. Significance of the study

This study is conducted in the post-apartheid era, when South Africa is undergoing a radical transformation that includes the eradication of poverty and inequality. With South Africa's economy ailing, showing a GDP decline with about 2,2 % it is less likely that the economy can create jobs (Statistics South Africa, 2018, p.2). This means that there is a need to consider other means of getting more people to participate and contribute meaningfully to the mainstream economy. In this respect, the establishment of LED has been one of the responses to social and economic challenges faced by the Amajuba district municipality and South Africa as whole. Local economic development is a hands-on programme in which local people from all sectors labour together to inspire local commercial activity to enable a strong and sustainable economy. Local economic development is an approach towards the creation of decent jobs aimed at improving the quality of life for everyone, especially the previously disadvantaged groups. Local economic development encourages public-private partnerships which are established based on finding solutions to common economic challenges (Maloka, *et al.* 2014, p. 220). It is intended to empower the most vulnerable, marginalized and poor sections of local communities so that they can raise sufficient incomes for themselves to meet their basic needs and aspirations. It is important to stress that the main purpose of LED is to develop the capacity of a local area to advance its economic future.

1.6. The rationale of the study

Despite the "noble" ideas of the South African government and Amajuba District Municipality and the usefulness of incorporating LED as one of the developmental tools, there are many reasons to believe that there are number of issues which are still unresolved and to which this study intends to contribute. The issues of poverty and inequality are rampant and continue to affect most the population, particularly in the Amajuba district municipality. The findings from this study intend to ensure that any proposals for change in economic development are relevant to the situation and aspirations of the communities. The findings hope to further provide up-to-date information for researchers in LED.

Lastly, this study intends to help close the gaps in knowledge by determining possible areas of collaboration between different stakeholders working in LED, and to suggest the best ways such an undertaking could be achieved. Given the adverse possible consequences of poverty and

inequality in many municipalities, it is important that planners, designers and policy-makers involve themselves in mitigating efforts. If service delivery strategies are to be sustainable and are to succeed in these areas, a deliberate initiative to unearth and address the problem of poverty and engage in decisive proactive measures is imperative. It is therefore, important that a study of this nature is carried out to analyse the existing situation and formulate appropriate strategies.

1.7. Project site

A case study was conducted in the Amajuba District Municipality and its local municipalities, namely; Emadlangeni and Dannhauser. Amajuba is one of the 11 districts of the KwaZulu-Natal province, in north-west KwaZulu-Natal. The seat of Amajuba Municipality is Newcastle. Most its 468 040 people speak IsiZulu (Statistics South Africa 2011). The Amajuba District Municipality is also confronted with structural line efficiencies that result in poor service delivery standards, a sluggish economy, and high unemployment.

1.8. Research design and methods

In this section, research design and methods are discussed with a view of ensuring that the reader understand the logic used in conducting this study.

1.8.1. Research design

There are three main research designs; namely the qualitative, quantitative and mixed methods design (Creswell, 2013, p. 3). The determination of which design to use has been informed by the research questions and research objectives. In a mixed methods design, the researcher uses both the qualitative and quantitative research techniques and approaches. The mixed methods research designs allow the researcher to deal with complicated research questions and to collect a rich and strong range of evidence (Yin, 2012, p. 66). In addition, mixed methods design enables qualitative and quantitative approaches to share similar research questions, and to collect complementary data Yin (2012 p. 66). Rule & John (2011, p. 61) also submit that the purpose of the research is to expand the holistic understanding of a case, by collecting and analysing both quantitative and qualitative data to help in achieving that purpose. The research methodology will be discussed in more detail in Chapter Three.

A mixed method was used to carry out this study; the decision was influenced by the nature of the research problem, the research objectives and research questions. Some of the questions require quantitative information, whilst others require qualitative information. A mixed methods approach was key in undertaking this study largely because this research design accommodates the multiple approach in data collection. The research questions and objectives informing this

study seek to obtain views from both the employees of the identified municipalities, and the beneficiaries of LED initiatives.

1.8.2. Philosophical worldview

For the purposes of this research, a pragmatic worldview was chosen as it opens doors to multiple methods, diverse worldviews, and different data collection methods (Creswell, 2013, p. 11).

1.8.3. Research strategy: case study

A case study strategy will be used to carry out this research. This approach will assist the researcher in that, by their nature, case studies can:

- (i) provide understanding by descriptively generating some insight;
- (ii) help discern a problem or issue within an area;
- (iii) help produce theoretical insights;
- (iv) provide a benchmark for generalizing or transferability on other similar cases; and,
- (v) clarify broader theoretical or contextual points that are useful for teaching purposes (Rule & John 2011, p. 7).

This is a descriptive and exploratory case study (Yin 2012, p. 7). The case is local economic development in Amajuba District.

1.8.4. Units of analysis

The research problem is the key for deciding on the appropriate units of analysis, or which portion of any relevant documents will be investigated (Rubin & Babbie 2014, p. 161). Each unit of analysis and its related questions employs different data collection strategy and different research design (Yin, 2009, p. 30). The units of analysis are the district/local municipal officials and LED beneficiaries.

1.8.5. Sampling

Sampling is a process of choosing a sample representing a population of interest with a view of observing that sample or obtaining statistical data on patterns and/or behaviour (Bhattacharjee, 2012, p. 65). Englander (2012, p. 18) submits that sampling is in nature the selection of participants for a study from whom the researcher will obtain the much-needed data for the study.

For this study both probability and non-probability sampling were used as further discussed in Chapter Three.

1.8.6. Data collection

There are several data collection methods that can be used in a case study; namely, surveys, interviews and observations. However, it is very important to note that the data collection method is determined by, amongst other things, the purpose of the study and the key research questions (Rule & John, 2011, p. 61).

For the purposes of this study survey questionnaire, interviews, and documentary sources were used to collect data.

1.8.7. Data quality control

An important aspect of conducting a research, is for the researcher to be dedicated to strict and precise procedures (Yin, 2012:3). These procedures include research techniques such as protecting against: (i) threats to validity, (ii) maintaining a chain of evidence, (iii) examining and testing rival explanations. It is equally important to ensure that the researcher records and documents every step conducted in the research. Another key value of conducting a research is the maintenance of high ethical standards when conducting research to avoid bias. Yin (2012:76), suggests that the ethical values include responsibility to scholarship, such as neither falsifying information nor plagiarising. The above information suggests that the researcher must maintain strong professional competence, striving for credibility and ensuring accuracy by keeping up with related research.

Chapter three distinguishes data quality control for quantitative and qualitative studies.

1.8.8. Limitations of the study

A study in which limitations are declared ensures that the reader can appreciate good quality and responsible research, a declaration helps in providing full knowledge of the study limits right from the start (Rule & John, 2011, p.110).

One limitation is that some of the beneficiaries could not be reached because they had closed due to lack of support. As a result, only descriptive statistics are available and not inferential statistics.

1.9. Definition of key terms

Key terms used in this study are identified in table 1-1.

Table 1.1: Key terms and definitions

Key term	Definition
Intergovernmental relations	“Intergovernmental relations are an important body of interactions taking place between governmental institutions within a system of governance” (Barole 2013)
Local Economic Development	“LED is a partnership between the community, businesses, and local government who use local resources to promote the livelihoods of local communities” (Mango & Hofisi, 2013)
Poverty Alleviation	“Enhancement of human dignity by lifting people out of poverty and putting them in an economic well-off situation” (Maryudi, <i>et al.</i> 2012)
Constitution	The Constitution of the Republic of South Africa, Act 108 of 1996.

1.10. Structure of the dissertation

This study is composed of five chapters.

Chapter One: The general introduction provides the basis on which this study is constructed. This includes the research objectives, research question amongst other things. The literature review is also teased out, together with key terms and definitions.

Chapter Two: This chapter focuses on the literature review and looks at the two key variables of the research topic, namely; intergovernmental relations and LED. The latter is done with an intention of ensuring that a background on IGR and LED is understood. The legislative framework and the practice of IGR and LED is studied with an intention of establishing possible correlation of IGR with the implementation of LED initiatives or programmes. The conceptual framework guiding the study is also introduced.

Chapter Three: This chapter deals with the research design and methodology. Different stages and methods used in obtaining needed information to respond to the research objectives are clearly outlined. Key issues such as data collection, data quality control is central in this chapter.

Chapter Four: The first section presented and discussed the findings of the study. It begins by analysing quantitative data gathered through questionnaires and then analysed qualitative data.

The second section provides the discussion of the results by examining the role of IGR in local government regarding LED in Amajuba District Municipality in the KwaZulu-Natal Province.

Chapter Five: This Chapter addresses the achievement of the overall objectives of the study and provides the recommendations, thereby concluding the study. The recommendations suggested a need for further research on the topic, noting that this research was an exploratory study whose findings cannot be generalised.

1.11. Chapter conclusion

This chapter provided the necessary information regarding the rationale, and the need of the study, and how the investigation of the study was carried out with regards to responding to the research objections and research questions. The next chapter provides an overview of the literature that was used to guide the study.

CHAPTER TWO

INTERGOVERNMENTAL RELATIONS AND LOCAL ECONOMIC DEVELOPMENT

2.0. Chapter introduction

This chapter focuses on the literature review and the conceptual framework informing this study. The researcher looked at the two key variables of the research topic, namely; intergovernmental relations and LED to ensure that a background on IGR and LED is understood. The legislative framework and the practice of IGR and LED is also studied to establish a possible correlation of IGR with the implementation of LED initiatives or programmes.

2.1. Intergovernmental relations

This section discusses IGR legislation, guidelines and implementation.

2.1.1 Intergovernmental relations: legislation, guidelines and implementation

It is important to note that the literature covered in this section will give a clear picture of the value of the intergovernmental relations system in LED. The principle of co-operative governance, as enshrined in the South African Constitution (1996), provides a basis upon which intergovernmental relations is founded (Mello, *et al.*, 2010, p. 287). The promulgation of the Intergovernmental Relations Framework Act 13 of 2005 (IGRFA) was meant to give effect to section 41(2) of the Constitution (1996).

Intergovernmental relations can also be understood as a network at national, provincial, and local government levels that enables various parts of government to work together (Baatjies 2009, p. 11). Intergovernmental relations seek to forge and ensure co-operation of different role-players around policy formulation, planning, monitoring, support, and delivery (Baatjies, 2009:12). The Act (South Africa IGRFA 13 of 2005) ensures coherence in the government's effective provision of services, the implementation and monitoring of policy and legislation, and the realisation of national policies (Mello, *et al.*, 2010, p. 288). The Act also provides valuable direction on how unnecessary and wasteful duplication can be avoided, and how government institutions can take reasonable steps to ensure that they have sufficient institutional capacity and effective procedures to consult, co-operate and share information with other organs of state, and to respond promptly to requests by other state organs (Mello, *et al.*, 2010, p. 288).

The Municipal Systems Act, 32 of 2000, states that municipal planning has to be developmentally-orientated and within a system of co-operative governance. This statement is simplified by the White Paper in Local Government (1998) which defines developmental local

government as the type of local government “committed to working with a variety of actors”, (namely, other spheres of government, citizens, and groups within the community) to maintain ways to meet their socio-economic and material needs for an enhanced quality of life.

A general and acceptable understanding is that IGRs are intended to assist and advance cooperative governance and decision making by ensuring that activities and policies across spheres of government promote service delivery to meet the needs of the citizens (Edward, 2008, p. 66). He further puts forward the idea that IGR provides the means for how co-operative governance can be given institutional expression (Edward, 2008, p. 90).

As stated previously, the South African government is made up of three spheres, namely; the national, provincial and local spheres of government whose relationship to each other is defined as interrelated, interdependent and distinctive. Each sphere exists as an independent entity as the final decision-maker on functions that relate to its defined duties. The responsibilities assigned to the national government relate, among others, to:

- national defence;
- home affairs;
- the justice system;
- tax collection; and
- foreign affairs.

The provincial sphere is tasked with the implementation of shared competencies such as social services, which provides health, school education, social security and welfare services, among others. Whilst local government has a responsibility to provide basic services such as water, waste removal, electricity, among others, and has an oversight role over municipal infrastructure, as well as a leading role in LED.

Mello & Maseramule (2010, p.288), submit that the objectives of the IGR system are to create a platform to support co-ordination and co-operation as per the provisions of the Constitution on co-operative governance. The White Paper on Local Government (South Africa. 1998) points out that a developmental local government is the one which is prepared to work with other spheres of government, organised groups within the community, as well as the citizenry to ensure that the socio-economic needs of the people are met along with an improved quality of life for all.

Malan (2012, p. 123) argues that the post-1994 government recognised that there had to be a system of government to promote IGRs and co-operation between spheres and level of government. This is outlined in the Constitution of 1996 (RSA 1996) because the Constitution introduced a natural “tension” between the relative autonomy of the spheres of government on

the one hand, whilst pursuing a coherent government for South Africa through intergovernmental relations on the other. Malan (2012, p.123) further argues that the principles of intergovernmental relations places a responsibility on the three spheres to acknowledge each other and respect the institutional powers and functions assigned to each, whilst ensuring that there is a flow of information between them on policy matters.

To realise the service delivery needs of the citizens are well-timed, intergovernmental relations in South Africa should build strong, goal-orientated partnerships to promote co-operation without weakening accountability and performance in local government (Malan, 2012, p. 119). The IGR, therefore, plays a crucial role in managing the tensions (as pointed out earlier) and makes it possible for South Africa to realise a coherent government that delivers intergovernmental services (Kanyane, 2016, p. 95). In 2003, the Cabinet Lekgotla (African National Congress, 2003), endorsed the view that IGR intended to certify that the government structure works better and efficiently when integrated processes make it easier to deliver services to the citizens. A resolution was taken in the Cabinet Lekgotla (ANC, 2003) that strengthening the system of intergovernmental relations was a step towards improving and accelerating the delivery of service to the people.

The Intergovernmental Relations Framework Act (2005) provides for the principle of co-operative government as set out the Constitution to realise a shared vision of a prosperous South Africa by facilitating coordination in the implementation of the legislation and policy directives. Kanyane (2016, p. 98), submits that the IGRs should be coordinated at a political level, and treated as relationships between executives and, as such, legislative elements should be minimised in the processes of the relationship. He further argues that IGR includes all three tiers of government as local government has a responsibility to play its systematic role within the system.

Chapter Four of the Intergovernmental Relations Framework Act (2005) addresses a very important concept of intergovernmental forums that should exist within municipalities, at district and local level. The composition of these intergovernmental forums is clearly stated and the roles are outlined. For example, section 26 states that intergovernmental forums provide a platform for consultative engagements between the district and its surrounding local municipalities with the intention to consult and discuss their shared interests, which may include, among others: (i) coherent planning and development within their local community, and (ii) realising policy directives and legislation by national and provincial government on district matters.

Mathebula (2011, p. 1425) puts forward that the interactive nature and transitivity of the South African IGR system has been compromised over the years by the continuous approach to only use platforms created by the system for consultative information-sharing forums and not for decision making forums. He further points out that the consultative culture which dominates the intergovernmental relations system results in rendering the key driver of co-operative governance as a theory. As indicated earlier, this study seeks to establish if there is a correlation between the IGR and LED, and it is therefore critically important to get an understanding of LED as it is implemented with IGR as outlined above.

Intergovernmental relations, inspired by a set of formal and informal institutional arrangements as well as processes and structures, reflects important interactions taking place in different government institutions (Mubangizi, *et al.*, 2013, p. 778). Whilst this aspect is central to the above overview of IGR, it is important to note that the successful coordination of IGR necessitates political influence at the highest level (Mubangizi, *et al.*, 2013, p.778). This involves LED and is covered next.

The notion of IGR is established upon Chapter Three of the Constitution, where co-operative governance is emphasized as key in achieving co-ordinated and integrated service delivery. Table 2.1. below considers the IGR policy and legislation in practice.

Table 2.1: Intergovernmental Relations Legislation and Practice

Intergovernmental Policy and Planning				
IGR Component	System	National	Provincial	Local
IGR Legislation		Intergovernmental Relations Framework Act 13 of 2005.	Intergovernmental Relations Framework Act 13 of 2005.	Intergovernmental Relations Framework Act 13 of 2005. Municipal Structures Act on powers and functions between local and district municipalities. Municipal Systems Act on Intergovernmental planning (Section 24) and Integrated Development Plans (Section 26).
Intergovernmental Relations		Cabinet Cluster. Presidential Co-	Provincial Cluster. Premiers' Co-	South African Local Government Association

Bodies/Forums	ordinating Council. National Council of Provinces (NCOP). Forum for South African Director Generals (FOSAD).	ordinating Forums. MinMECs.	(SALGA). District Intergovernmental Forums.
Intergovernmental Relations Processes	Government's Programme of Action	Provincial Growth and Development Strategy. Provincial Spatial Development Plan.	Local Government Strategic Agenda (5 years). Integrated Development Plans. Local Economic Development.
Integrated Service Delivery			
IGR System Component	National	Provincial	Local
Intergovernmental Relations Legislation	Intergovernmental Relations Framework Act 13 of 2005.	Intergovernmental Relations Framework Act 13 of 2005.	Intergovernmental Relations Framework Act 13 of 2005.
Intergovernmental Relations Instruments	Implementation Protocols.	Multi-purpose community centres. Implementation Protocols.	Memorandums of Understanding and Implementation Protocols

Source: Adapted from: The Implementation of the Intergovernmental Relations Framework Act (2005)

2.2. The Intergovernmental Relations perspective and implementation

One of the most important elements to note when studying IGR is that it is a system of governance. Any system of governance operates in a government, which has a structure or shape. For example, levels/tiers of government are commonly found in federal and/or unitary state countries. The study on IGR has, to some degree, suggested that this system of governance came about because governments made up of more than one tier need to continuously work towards ensuring that those tiers have some structured form of relationship. Grissom, *et al.* (2012, p. 5) submit that the federal structure of the USA signifies the relations between central government, the states, and the equivalent intra-state relations between those tiers of government. This suggests that there should be an existing system of governance to address the coordination of those relations. Therefore, it does not come as a surprise to note that Grissom &

Herrington (2012, p.5) also assert that the failure to understand the restraints of the federal system, and of IGR largely equals a failure to understand American politics.

2.2.1. Implementing Intergovernmental Relations

Hooghe & Marks (2012, p. 6) put forward that there have always been two options in the USA to choose how a government structure should look like; it was either a federal system or a unitary system. Hooghe & Marks (2012, p. 6) firstly define, a unitary state as the one in which other levels of government enjoy some autonomy on decision making; however, the final authority lies with the centre. Secondly, they define a federal system as the one in which the central and regional governments are empowered to have a final decision on some of their activities.

Intergovernmental relations have an informal logic at its base, and that informal IGR creates a space for logical consultations between the interested parties in the IGR system (Cairney, 2012, p. 4). In a clearer way, the above argument suggests that the informal nature of IGR creates room for a consensus by lobbying rather than imposed decisions. The informal IGR implementation is also influenced mostly by the autonomy of individual tiers of government in a country/state. For instance, Happaerts, *et al.* (2011, p. 4) asserts that a federal government cannot impose anything on the lower levels of government, thus if there is a matter considered to be of national importance, reaching consensus is the only way of going about it, not imposing decisions.

Informal IGR has been criticised because its success is based on the goodwill of each administration towards the other (Cairney, 2012, p. 6). Informal IGR has a nature of being unable to ensure accountability of the parties, and it is known to be the least considerate in the context of institutional relations (Regan, *et al.*, 2014, p. 479).

2.2.2. Types of intergovernmental policy networks

Intergovernmental relations are established based on vertical and horizontal policy networks which are in turn based on the fluid-like interconnections between governments, the community, and other private actors (Koenig & Wood, 2012, p. 1). These networks are as follows;

- The vertical intergovernmental relations model

Koenig & Wood (2012, p. 12) argue that in the vertical intergovernmental relations model, governments interact vertically to derive a policy output for the benefit of the citizenry based on competition, cooperation, and principal-agent models which, by their nature, function on the

logic of command and control. Vertical relations primarily focus on ensuring that the higher levels of government are properly linked with the lower levels of government (Haile, 2014, p. 24). Vertical relations are thus common when the central government interacts with some sort of authority with the states/provinces or their local governments.

- The horizontal intergovernmental relations model

The horizontal intergovernmental relations are realised when the governments at the same level interact with one another in pursuit of the common agenda or interest, they are largely between inter-local governments, or inter-units (Haile, 2014, p. 25). Horizontal coordination and collaborations emanating from horizontal IGR create a partner-like interaction amongst all the actors involved in those relations (Lieberherr & Ingold, 2015, p. 3).

2.3. Local Economic Development

This section discusses LED legislation, guidelines and implementation.

2.3.1. Local economic development: legislation, guidelines and implementation

The focus of this section will extensively look at what LED is, and where it is at this present moment. The Constitution of South Africa (1996), as the supreme legal document governing the country, states in section 152(c) that local government has a responsibility to promote social and economic development. In 2002, in response to the Constitution, the Department of Provincial and Local Government (DPLG) drafted an important LED policy document titled Refocusing development of the poor. This document presented a case for promoting 'pro-poor' development, to explicitly target low-income communities and the marginalized. Six critical areas were identified in the DPLG and these were included in LED strategies for support. Some of the major identified areas included (i) community-based economic development which is directly linked to human capital development; (ii) infrastructure and municipal services; (iii), water leakages in the local economy and retaining and expanding local economic activities (Rogerson 2014, p. 207).

The LED policy document provided a critical contribution and a national potential national framework to LED and strengthened the existing municipal economic and social development projects by linking them to a strong pro-poor focus in line with sustainable developmental approaches in critically important areas (Ramukumba, 2016, p.2). The critical areas that benefit the poor that have been identified in the LED setting are; (i) improving regulatory frameworks, (ii) municipal service delivery and (iii) the creation of employment through the stimulation of local activities (Rogerson, 2014, p. 207). The key sphere for creating employment relates to the activities of the informal economy, including a range of home-based enterprise and micro-enterprise activities (Benjamin, *et al.*, 2014, p. 27). Rogerson and Nel (2014, p. 19) suggest that

the existing support intervention can be either direct or indirect. They reiterate that the direct support for job creation will necessitate local government policy intervention particularly for the running of both survivalist and growing micro-enterprises. According to Rogerson & Nel (2014, p. 26), the forms of policy intervention range from the development of:

- a local information base
- zoning changes
- marketing support and promotion
- the facilitation of periodic market assistance for development of appropriate vocational training

Direct support can include local measures to improve the built environment for the activities of emerging entrepreneurs, including the facilitation of: (i) small business hives, incubators or nurseries, (ii) the provision of markets, or (iii) making available premises for use as local business information, support or advice centre (Kriel, 2015, p.16). Local job creation initiatives in poor communities focusing on improving the skill base of the poor or raising the value of human capital of poor communities should be promoted particularly those with economic activities where there is a high level of labour absorption of poor communities in the informal economy; namely, clothing, tourism and agriculture (Rogerson, 2014, p.207). This study therefore, seeks to establish the extent to which local government has fulfilled those objectives. The results of the census conducted in 2011 indicated that most South Africans are living under stringent poverty conditions (Statistics SA, 2011). This is also supported by the findings of the NDP (2011, p. 1), which found, among other things, that poverty, inequality, and unemployment is rife in South Africa. It is very important, therefore, to get an understanding of how LED is perceived here in South Africa and across the world.

Banoobhai (2011, p. 4), argues that LED is a central element of addressing key societal issues; namely, (i) alleviating poverty and unemployment, (ii) redistributing resources, and

(iii) accelerating local development to ensure effective service delivery. The argument suggests that if local government (municipalities) can focus on LED, the critical gaps identified in the 2011 census report and National Development Plan findings can be addressed to a greater degree.

Maloka, *et al.* (2014, p. 220), perceives LED as the establishment of partnerships between municipalities, the private sector, the community, and civic groups with an intention to create jobs and grow the economy through existing resources. It is worth noting, however, that Gerwell (2011, p. 20), argues that there is no clear definition of LED. She submits that LED is a process by government through which the socio-economic conditions are enhanced and economic crises dealt with accordingly.

Blakely & Leigh (2013, p. 73) advise that LED is realised when the standards of living of a community are protected and improved through the development of the citizenry with equity and sustainability taking the centre stage as guiding principles. Integrated Development Planning, which has long provided a platform for intergovernmental relations, are key drivers of sound LED plans in municipalities.

Blakely & Leigh (2013, p. 72), further contend that the purpose of LED is to improve the economic capacity and the economic future in a local area. It is then very important to establish the approach used in Amajuba District to ensure LED is realised by the local citizenry. Local economic development, should be a key driver of economic growth, the focus on LED at Amajuba will be measured against the findings of the 2011 census report about the local people to give a picture of the state of LED at Amajuba. In addition, it will also give a clear picture of the nature of partnerships that exist among the family of municipalities through the IGR endeavours to champion LED. On that basis, therefore, a discussion follows on the relationship between IGR and LED implementation, and the conceptual framework guiding this study. Table 2.2 below shows the Western Cape's' approach to Local Economic Development.

Table 2.2: Local Economic Development Implementation

Name of the Programme	Description	Implementing Agency/Target Group	Statutory/ Institutional Authority	Comments
Local Economic Development				
Micro Economic Development Strategy.	Co-ordinate initiatives such as agriculture, tourism, craft, and communication sectors.	Provincial and local authorities. Rural communities.	Western Cape Provincial Government.	
Local Economic Development	The municipalities drive the promotion of local economic development.	Municipality.	Department of Economic Development & Tourism.	Focuses on: <ul style="list-style-type: none"> • Building economic development capacity • Establishing economic developments units in municipalities. • Broadening of municipal

				IDP's.
Local Economic Development Fund	Provides funding to municipalities engaged in projects that impacts of job creation and poverty alleviation.	Municipalities.	Department of Provincial and Local Government.	Addresses job creation and poverty alleviation.

Source: Western Cape Provincial Development Framework-Rural Land Use Planning & Management Guidelines (2009)

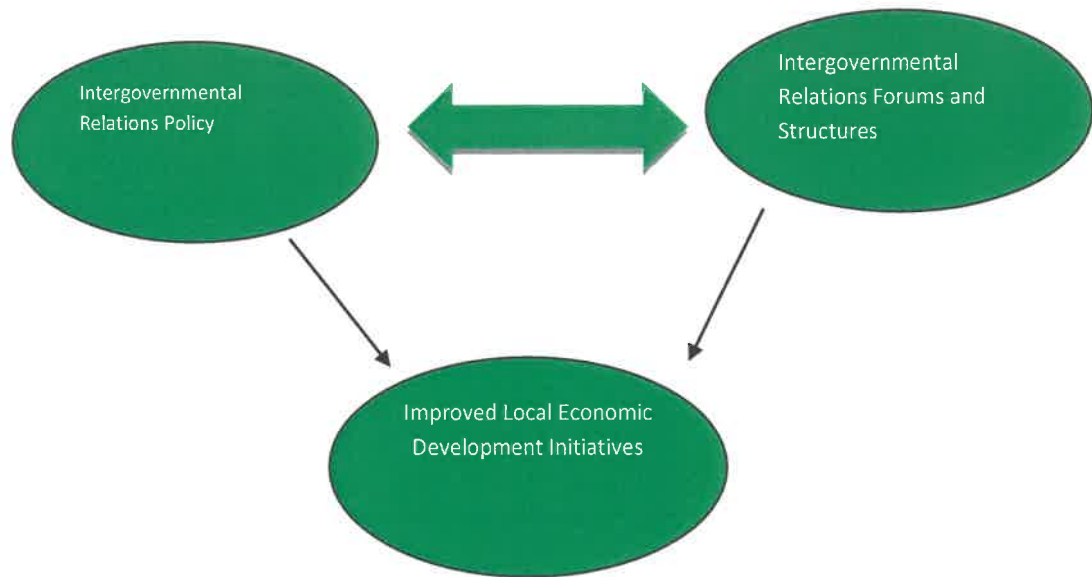
2.4. Integration between Intergovernmental Relations and Local Economic Development

Since the purpose of this study is to establish whether IGR influence the LED implementation at Amajuba District Municipality, it is therefore important to draw from the national and provincial government norms and standards in relation to intergovernmental relations practice.

The Intergovernmental Relations Framework Act 13 of 2005, sets out its aims and objectives, and further outlines the roles of the forums that should exist in line with the Act. In the local government context, the provisions of the Act, as mentioned earlier, are very clear; the key purpose is to establish the impact of those forums in changing the lives of the citizens by providing service delivery. It is critical to understand that although the IGRFA directly oversees district intergovernmental and inter-municipality forums, provincial government departments are an integral part of these intergovernmental forums within the local government.

Figure 2.1 on the overleaf shows the relationship between the IGR legislative framework and LED, and how this relationship impacts the citizenry.

Figure 2.1: The relationship between IGR Legislative Framework and LED

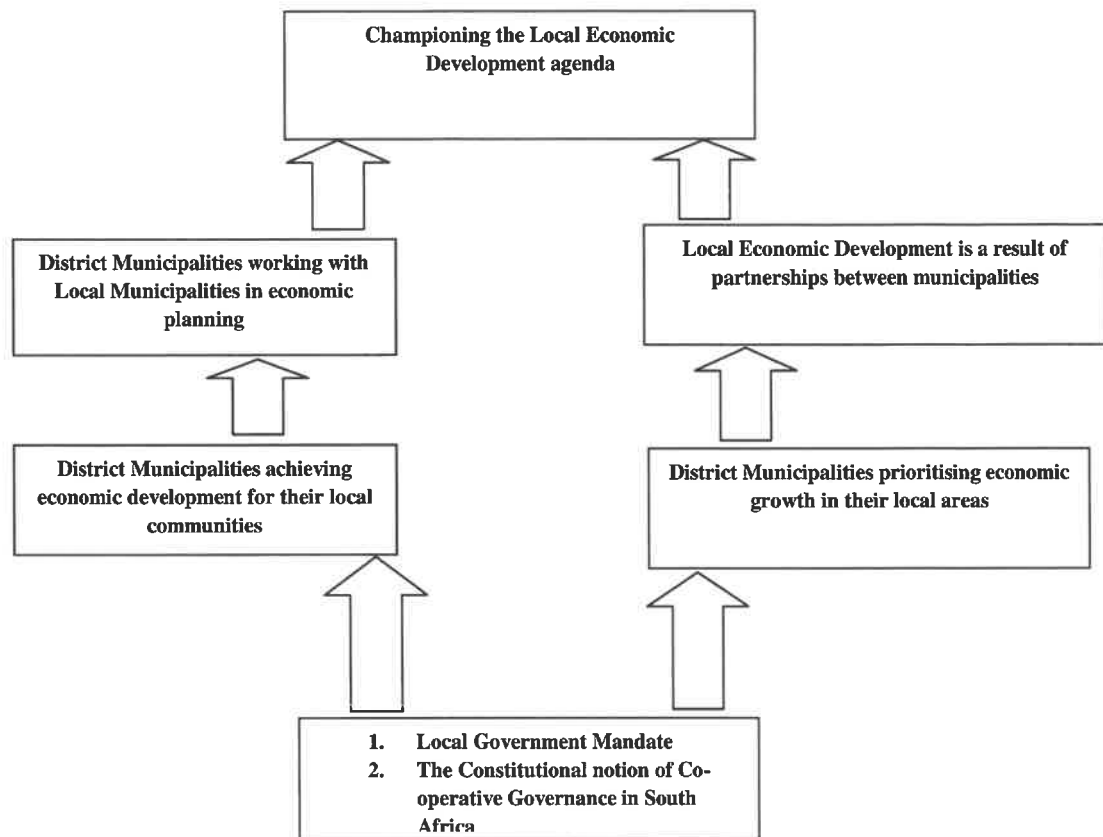


(Source Adapted from: Baatjies, 2009; Breitenbach, 2006; Edward, 2008 Helmsing, 2003; Kirkby, *et.al.* 2007; Mathebula, 2011; Mello & Maseramule, 2010; Nkuna, 2011; Pillay, 2004; Rogerson & Rogerson, 2011)

The overall purpose of district municipalities is to achieve the integrated, sustainable, and equitable social and economic development for their whole local area (Municipal Structures Act 117 of 1992). From the latter, it can be pointed out that district municipalities have a guiding legislative mandate (Municipal Systems Act 32 of 2000) to strive for LED within its local area, which is made up of local municipalities. This suggests that, in its quest to drive LED, the district municipality should cooperate with the local municipalities through intergovernmental relations (cooperative governance) to champion LED. The provisions of the White Paper on Local Government (1998), advise that district municipalities should work with the local municipalities to harmonise and rationalise integrated development plans regarding several issues that includes economic planning.

Maloka, *et al.* (2014, p.2017), submit that over the years most local government or municipality agendas have prioritised economic growth. They further state that, strategies which seek to enhance job creation, infrastructure investment, and workforce training are at the centre of economic growth in those municipalities. Local economic development is a process of forming partnerships between local governments, communities, and civic groups with the intention to create jobs and improve the economy (Rogerson, 2014, p. 204). The latter further suggests that only united government institutions can successfully drive the LED agenda. Figure 2.2 details the structural arrangements of LED and IGR in championing of the LED agenda of municipalities as set out in the Constitution of the Republic of South Africa (1996).

Figure 2.2: The local government mandate on LED and IGR



(Source Adapted from: Breitenbach, 2006; Helmsing, 2003; Kirkby, *et.al.* 2007; Mathebula, 2011; Mello & Maseramule, 2010; Nkuna, 2011; Pillay, 2004; Rogerson & Rogerson, 2011)

It is unfortunate to note that the systems of cooperative governance and IGR in many municipalities has not worked positively to this point as there are notable challenges which include: (i) a lack of commitment to set up IGR structures and platforms, (ii) lack of effective communication, (iii) misperceptions that intergovernmental forums are platforms for district municipalities to bully local municipalities and take advantage of the fact that its heads all the intergovernmental forums as per the provision of the Intergovernmental Relations Framework Act 13 of 2005 (Edward, 2008:91).

As advocated by Mathebula (2011, p. 1415) suggests that, the interactive and transactive approach is a workable strategy in the implementation of IGR for the purposes of this study.

Mathebula (2011, p. 1417), defines IGR as various combinations of interactions and transactions conducted by government officials, and argues that ‘interactiveness’ and ‘transitiveness’ are key drivers of the IGR process. Mathebula (2011, p. 1417), further contends that while the concept *trans active* (from which transaction is derived) is defined as an act of conducting business, negotiation, and activities leading to a settlement transactiveness, on the

other hand, is about an interactively concluded interaction which is translated into binding obligation to act, report, contract, as well as to account, usually between two legal entities. Transactions are recorded for purposes of accountability, thus the transactive nature of IGR manifests itself in memoranda of understandings, signed contracts, legislated or gazetted obligations, and powers conferred by the constitution (Mathebula, 2011, p.1417).

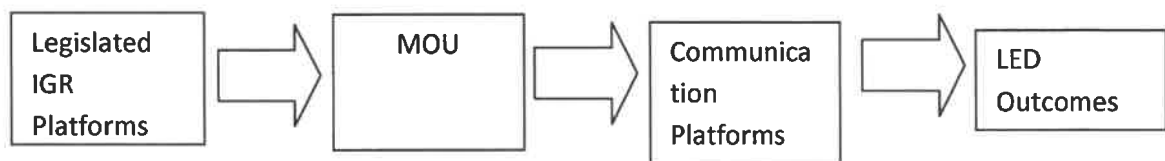
2.5. Conceptual framework

The above discussion has informed the decision to adopt the transactive and interactive implementation of IGR as the conceptual framework guiding this study. Figure 2-3 shows the structural arrangement of the conceptual framework guiding this study which has been developed from the literature review.

The interactive nature is more concerned with the reciprocal action, effect, or influence of one upon the other, it is also about co-operating with one another for the sole purpose of achieving common, in some instances different service delivery goals (Mathebula, 2011, p. 1417). The interactive nature manifests itself as contact, communication, connecting, as well as creating some form of non-transactional synergies often at service delivery level or conceptualisation thereof (Mathebula, 2011, p. 1417).

The transactive nature of the IGR system, as envisaged by Mathebula, is supported by Edward (2008, p. 96) where he states that protocols must be drafted for municipalities and ensure compliance thereof, and along with that is to ensure regular meetings with agendas that foster friendly relations and promote effective cooperation.

Figure 2.3: The transactive and interactive implementation of IGR



(Source: Baatjies, 2009; Edward, 2008; Kirkby, *et al.* 2007; Mathebula, 2011)

The principle of district-local equality ensures that local municipalities help set the agenda and can have their concerns addressed during meetings, thereby eliminating any opportunity for the district to dictate the focus of the intergovernmental issues (Powell 2012, p. 123).

Moving to the LED approach, it is important to note that the role of local government to promote and protect human rights, (poverty alleviation and transformation) calls for local government decentralisation and transformation (Barole, 2013, p. 18). Municipalities must seek

to develop tailor-made poverty alleviation programmes with a view to play their strategic role in economic growth of both the local communities and the country. (Diejomoah & Eboh, 2010, p. 17).

Implementing human rights is not an easy task, therefore, it is important for municipalities to understand that development does not take place in isolation, and that the municipality's developmental mandate is drawn from the strengths of the national and provincial development agenda established on the notion of co-operative governance (Mago & Hofisi, 2013, p. 66). According to the Constitution (1996, Chapter 2), everyone living in South Africa has a right to; (i) an environment that is safe and not harmful to their well-being, (ii) access to sufficient food and clean water and this has a fundamental implication for LED.

Local Economic Development has recognised the critical areas, which will profit the poor, are in line with cultivating governing frameworks, municipal service distribution and the establishment of employment through the prompting of local activities (Ramukumba, 2016:10). The key sphere for establishing employment relates to the behaviour of the informal economy, plus a range of home-based initiatives and micro-enterprise activities (Benjamin. 2014, p.27).

The provision of municipal services or contracts is one of the LED initiatives to empower local businesses'. However, for the purposes of this study, the focus is on the LED initiatives for municipalities to ensure that business activities are generated, and that people are empowered to start their own businesses (Mago & Hofisi., 2013, p. 66). This is a central approach to the human rights approach of LED for the purposes of this study.

2.6. Chapter conclusion

This chapter discusses the literature review which provides key information to help develop a conceptual framework to guide this study. Another important aspect to note that the conceptual framework suggests that intergovernmental relations are based on a horizontal interaction and is formal in nature by the memorandum of understanding with terms of reference to ensure formality and accountability. The legislation on both LED and IGR are discussed with an intention to aid the relationships between them. The literature review discussed in this chapter is coupled with the legislative framework guiding this study.

The literature review structure provided by Figure 2.1 (which narrows down the relationship between IGR and LED), and Figure 2.2 (which focuses on the local government mandate on LED and IGR) has simplified the approach of engaging both literature and legislation simultaneously. The following chapter focused on research methods and design.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0. Chapter introduction

This chapter provides the research design and methods and includes the following sections: research design, case study research strategy, case, site and participation, sampling, data collection, data analysis, and data quality control for both quantitative and qualitative approaches, triangulation of the study, ethical considerations and chapter conclusion. The aims of this study were, firstly, to examine the role played by intergovernmental relations (between district and local municipalities) in LED at a local sphere of government and to determine factors that facilitate or hinder implementation of LED strategies. Secondly, to explore employees' perception about the relationship between IGR and LED, and thirdly, the beneficiaries' perceptions about LED.

3.1. Research design

Informed by the research problem, research objectives and research questions, a mixed methods design was chosen to conduct this study. In the mixed methods design, the researcher uses both the qualitative and quantitative research techniques and approaches. Mixed methods research allows the researcher to deal with complicated research questions and to collect a rich and strong range of evidence (Yin, 2012, p. 66). In addition, there is a further suggestion by Yin (2009, p. 66) that mixed methods force the qualitative and quantitative methods to share similar research questions, and to collect complementary data. Rule and John (2011, p. 61), submit that the purpose of the research is to expand the holistic understanding of a case, collecting, and analysing both quantitative and qualitative data to help achieve that purpose.

Mixed methods were used to carry out this study largely because this research design accommodates multiple approaches in data collection in that the research questions and objective seek to obtain views from the employees of the identified municipalities, and the identified beneficiaries of LED initiatives. The data collection tools will be discussed as we proceed on section 3.6 of this chapter.

The concurrent triangulation approach was used, this approach allows the researcher to collect both qualitative and quantitative data at the same time, and compares the data obtained to establish differences, combinations, and convergences (Creswell 2009, p. 213). There is a general understanding that concurrent triangulation is the most familiar approach in mixed methods research because it can result in well substantiated and validated findings (Creswell 2009, p. 213).

3.2. Philosophical worldview

Creswell (2013, p. 6) submits that there are four main, widely-discussed philosophical worldviews, namely:

- Post-positivism. Sometimes known as the scientific method and the keynote of this worldview is that the knowledge derived is based on careful observation and measurement.
- Constructivism. This is a generally accepted approach to embark on a qualitative study.
- Transformative. Known to bring together political, administrative and social agendas with a view to bring reforms in each area.
- Pragmatism. This is not confined to one form of philosophy and, thus the researcher can use procedures, techniques and methods that will best serve the interests of their research.

Only two of the four commonly accepted worldviews above, namely; pragmatism and transformative, are most suitable for use in mixed methods (Hall, 2013, p. 2). For the purposes of this research, a pragmatic worldview was chosen as it opens doors to multiple methods, diverse worldviews and different data collection methods (Creswell, 2013, p.11).

3.3. Research strategy: case study

A case study strategy was used in carrying out this research. By their nature, case studies can: (i) provide understanding by descriptively generating insight on an occasion; (ii) help discern a problem or issue within a particular area; (iii) help produce theoretical insights; (iv) provide a benchmark for generalising or transferability on other similar cases; and (v) be used in teaching to clarify broader theoretical or contextual points (Rule & John, 2011, p. 7).

It is important to note that the case study is an empirical study that scrutinises a modern experience in depth, focusing on a real-world context. It also relies on many sources for information or evidence (Yin, 2009, p.18). This strategy will complement the qualitative design chosen for this study because it will be easy to arrive at the key drivers of the research, which are, namely; the research objectives, questions and the research problem. Yin (2009, p. 4), submits that a case study is used with the intention of contributing to the knowledge base of the individual or organisations. He further argues that a case study method allows researchers to be able to capture all the relevant and meaningful information which will be accurate and reliable (Yin 2009, p. 4).

3.4. Units of analysis

The units of analysis are the people or things which the researcher wants to observe or conduct research on by following their behaviour or approach. The research problem is key in deciding on the appropriate units of analysis (Rubin and Babbie, 2014, p. 161). Each unit of analysis and its related questions employs a different data collection strategy and different research design (Yin, 2009, p. 30). Yin (2012:238), defines a unit of analysis as the unit lesser than the main unit of analysis. The argument brought forward by (Yin, 2012, p. 92) is that there needs to be an understanding of units of analysis of a case study as a collective (the organisation to which data sources/individuals belong). The units of analysis in this study, therefore, were employees from the municipalities being studied: namely, the Amajuba District, and its local municipalities, Emadlangeni and Dannhauser. The also included the sample selected from the LED beneficiaries.

Table 3.1 below shows the number of municipal officials interviewed and the municipality they represented, and Table 3-2 shows the beneficiary groups which participated in the study.

Table 3.1: Municipal employees: units of analysis

Target Group	Number of Proposed Interviewees	Number of Interviews Conducted
Amajuba District Municipality	7	7
Dannhauser Local Municipality	3	2
Emadlangeni Local Municipality	2	2
Total	12	11

Table 3.2: Local economic development beneficiary groups: units of analysis

Target Group	Number of Participants	Actual number of Participants
Makhehlane Agric (Emadlangeni)	5	5
Amajuba Aqua phonics (Emadlangeni)	15	2

Gardens Res Association (Dannhauser)	6	0
Lona Lethu (Dannhauser)	4	2
Sakhisizwe Agric (Dannhauser)	15	10
Eastbourne Agric (Dannhauser)	15	6
Thuthukani Farming (Emadlangeni)	15	10
Total	75	35

From the beginning, it was planned that a quantitative survey would involve 75 respondents. During this phase of data collection, however, it was discovered that many businesses have closed as result of the lack of funding and other support, and this therefore, made it difficult to identify the beneficiaries. Another challenge was lack of access to some of the beneficiaries due to poor road infrastructure and lack of proper telephonic communication in many of the areas. Thus, only 35 people participated in the survey.

3.5. Sampling

Sampling is a process of choosing a sample representing a population of interest with a view to observing that sample or obtaining statistical data on patterns and/or behaviour (Bhattacharjee 2012, p. 65). Englander (2012, p. 18) submits that sampling is the selection of participants for a study from whom the researcher obtains the much-needed data for the study.

The sampling process enables the researcher to determine the units of analysis (all the people and/or items to be studied). Bhattacharjee (2012, p. 66) suggests that one of the key elements in the sampling process is to identify a sample frame (which is a reachable section of the identified population). The sample frame empowers the researcher to determine a sample using one of the two sampling techniques; probability sampling and the non-probability sampling (Bhattacharjee 2012, p. 67). The different types of samplings methods are discussed below.

3.5.1. Probability sampling

Sarantakos (2013, p. 169) puts forward that probability sampling gives everyone or item in a population to be studied an equal opportunity of being selected. He further argues that the study's results or findings can, in one way or the other, be generalised when this type of sampling is used. Probability sampling is classified further as:

- Simple random sampling. Every item/individual in a population has an equal chance of being selected; however, the researcher cannot proceed with this approach without having determined a sample frame.

- Systematic random sampling. The first subject to be studied is randomly selected; however, the other participants to be selected are chosen using a periodic process.
- Stratified random sampling. The research subjects are grouped according to the similarities in data outcomes such as sharing common characteristics like race, sex, age, among others (Sarantakos, 2013, p. 171).

3.5.2. Non-probability sampling

This type of sampling suggests that there are some items/individuals of the population being studied that have no chance of being selected as participants in the research (Bhattacharjee, 2012, p. 69). Non-probability sampling techniques may be categorised as:

- Convenience sampling, where the researcher draws a sample based on the population available to him; or
- Quota sampling is divided into threefold. Firstly, the proportional quota sampling, (which is a sample proportion of the respondents matches the representation of the whole population). Secondly the non-promotional quota sampling, (which is less reflective of a population being studied, although the views of the descending groups are captured accordingly). Thirdly, snowball sampling, (where the primary participants are strategically identified as per the requirement of the study, and then, those who were identified are asked to recommend other participants who can be of value) (Bhattacharjee, 2012, p. 69).

For the purposes of this study, the researcher considered the use of two data sampling techniques, probability and non-probability sampling. The researcher used the probability sampling for quantitative data, with the stratified sampling technique chosen as a purposefully select group of municipal officials. The non-probability sampling technique was used to choose qualitative data participants with the convenience sampling option as the researcher had to work with the participants who were available as the other LED beneficiary projects had collapsed; however, more details of that will be provided in the following sections.

3.6. Data collection

Yin (2012, p.72), argues that a case study demands a great deal of the researcher's intellect, ego, and emotions. He submits this view against the popular assumption that the case study is the easiest of the available research methods. Yin (2012, p. 73) further argues that the desired attributes and abilities of a researcher are to be able to collect relevant data, which include; (i) being a good listener, (ii) knowing the right questions to ask, (iii) being adaptive, (iv) avoiding bias, and (v) having a firm grasp of what is being studied.

There are several data collection methods that can be used in a case study; surveys, interviews, and observations, to mention a few. However, it is very important to note that the data collection method is determined by, among other things, the purpose of the study and the key research questions (Rule and John 2011, p. 61).

For the purposes of this study, the researcher gathered qualitative data through focused and in-depth interviews with relevant municipal officials who deal with LED in the three municipalities, namely; ADM, ELM, and DLM. Documentary data such as the municipal IDPs, annual reports, and strategic planning documents were used to obtain documentary evidence. The quantitative data was obtained through the survey of 35 LED beneficiaries as presented in Table 3.2. The data collection tools (survey questionnaires, interviews, documentary sources) as identified from the options set aside for conducting a mixed methods design, are discussed below. The pragmatism philosophical worldview assisted the researcher in making the above choices for this study.

3.6.1. Survey questionnaires

Quantitative research is generally conducted through questionnaire survey, by telephone, personal intercept in public places, post, or via the internet (Mariampolski 2001, p. 3). Quantitative methods rely on three main data collection techniques, namely; (i) experimental research, (ii) survey, and (iii) behavioural observation (Miller, 2001:7). For the purposes of this study a survey was used. Miller (2001:9), submits that researchers using a survey technique in the quantitative tradition rely on self-reports of research participants. In this study, groups of LED beneficiaries from all the municipality's initiatives were randomly sampled; however, efforts were made to cover a large percentage of these beneficiaries. These were sampled from the chosen local municipalities found in Amajuba District Municipality; Emadlangeni, and Dannhauser local municipalities. It should be noted that the selected groups were surveyed using a simple questionnaire that could address the broader research objectives and questions.

3.6.2. Interviews

Merriam & Tisdell (2015, p.137) have determined that there are three main categories of qualitative research data; (i) documents (including visual display in textbook and existing databases; (ii) interviews (including focus groups); and (iii) observation of people and activities. For this study, the researcher drew a purposeful sample from Emadlangeni and Dannhauser local municipalities based on their direct experience in managing and dealing with IGR and LED initiatives. In-depth interviews were conducted with relevant identified personnel. The interviews ran for about 45 minutes to one hour. Interviews were considered key to this study as

it allowed the researcher to have control over how the questions were followed up, and created room for the participants to provide very useful historical information.

3.6.3. Documentary sources

Documentary data refers to written documents such as minutes of meetings, proposals, progress reports, written reports, and agendas (Petty *et al.* 2012, p. 4). For the purposes of this study, documents from ADM such as IDPs, annual reports, Amajuba Forum for Local Economic Development Memorandum of Understanding, were used to measure the progress made and to determine the influence of IGR on LED.

3.7. Data analysis

3.7.1. Quantitative data analysis

In the process of data analysis, the researcher used the Statistical Package for Social Sciences (SPSS) in the analysis of quantitative data. According to Gerber, *et al.* (2013, p. 70), SPSS is an adaptable computer set which performs several statistical actions. It works through several types of windows, namely:

- Data Editor Window. This shows current data files and can be used to create new data files, or modify existing ones;
- Output Viewer Window. This displays the statistical data of any procedure run, displaying all tables and Figures;
- Figure Editor Window. This helps in modifying Figures and plots; and
- Syntax Editor Window. This is an excellent option for keeping record of analyses, and helps to perform special features that are not available through dialogue boxes of SPSS.

3.7.2. Qualitative data analysis

Data analysis is an ongoing process which challenges the researcher to constantly reflect on the data obtained by writing memos and asking analytical questions throughout the study Creswell (2009, p. 184). It is worth noting that there are different types of data analysis; content analysis and thematic analysis. These are defined below as follows:

- Content analysis is a method that uses the application of several different strategies to analyse qualitative data, and reduces large amounts of data through systematic coding and categorising to determine patterns and trends coming out of the units of analysis

(Vaismoradi, *et al.*, 2013, p.400). Content analysis helps to describe the characteristics of the content from the documents by examining the structure and the approach used to explain or respond to an inquiry (Vaismoradi, *et al.* 2013, p. 400).

- Thematic analysis, on the other hand, is a method used to identify, analyse and report patterns (themes), coming out of data (Vaismoradi, *et al.* 2013, p. 400). Thematic analysis is basically a systematic approach to the qualitative data analysis which involves the identification of themes to derive meaning (Lapadat, 2010, p. 3).

Creswell further submits that, analysis of data should be conducted concurrently with the process of obtaining data, the interpretation of that data and the writing of reports. The following steps were used as a guideline for analysing data as per the recommendations of Creswell (2009, p. 185).

- Data were organised and prepared accordingly, meaning that interviews were properly recorded, text and image material scanned, field notes and recording sources were properly kept;
- The data were read with the intention to generate themes and derive a meaningful understanding out of those themes; and
- The data were then coded, which is the process of organising the information into segmented texts before drawing out the meaning of that information.

3.8. Triangulation

Triangulation is a technique to test convergence of data obtained using various data collection tools (Kolb 2012, p.85). The premise of obtaining triangulation is to enhance the validity and trustworthiness of the study (Kolb 2012, p. 85). The validation role played by triangulation is about the different methods of data collection that agree on a finding. Triangulation was sought in this study to check convergence/divergence of data. To obtain triangulation, qualitative data (interviews, documentary data) and quantitative data (survey questionnaire) were used.

3.9. Research quality

An important aspect of conducting research is for the researcher to be dedicated to strict and precise procedures (Yin 2012, p. 3). These procedures include research techniques such as protecting against threats to validity, maintaining a chain of evidence, examining and testing rival explanations. Equally important is to ensure that the researcher records and documents every step conducted in the research. Other key values are to maintain high ethical standards when conducting research and avoiding bias. Yin (2012, p.76), suggests that these values include responsibility to scholarship by neither falsifying nor plagiarising information. All the

above information suggests that the researcher must maintain strong professional competence, striving for credibility and ensuring accuracy by keeping up with related research.

3.9.1. Quantitative research quality: validity and reliability

Zohrabi (2013, p. 258), states that validity refers to the truthfulness and correctness of a statement. In simple terms, to validate is to check. Validity can be internal and/or external (Yin, 2012, p. 40). Validity empowers the researcher to declare with a clear conscience that what is said to have been studied, was indeed studied (Rule & John, 2011, p. 104). Validity determines whether the research results are truthful and whether the results are a true reflection of the primary research intent in that they reflect the measurement of what was initially intended to be measured (Olson, 2016, p. 28).

Another important aspect in ensuring quality is the reliability. Yin (2009, p. 40), defines reliability as means of using or demonstrating that the research/study operations such as data collection methods can produce the same results if repeated. Yin (2009, p. 45), further submits that the objective of ensuring reliability is to ensure that if any other researcher would follow the same procedures as used by the earlier researcher, the later researcher should arrive at the same findings and conclusion.

The collection of quantitative data as informed by the research questions and research objectives enabled the researcher to obtain responses which were very clear, concise and specific. With the information obtained by the SPSS for data analysis, the researcher is certain that if other researchers conducted this study, they would arrive at the same findings and conclusions.

3.9.2. Qualitative research quality: trustworthiness and credibility.

Trustworthiness is a term used in the interpretivist and constructivist paradigm and its evaluation resides in the data to (i) address verifiability of the data, (ii) check whether the data can be traced back to the original or primary source, and (iii) verify whether conclusions sensible and logical (Gqibani, *et al.*, 2013, p.5).

Rule & John (2011, p.107), suggest that the concept of trustworthiness advances values such as transparency, scholarly rigour and professional ethics. Marshall & Rossman (2011, p. 44) put forward that the role of ethics in trustworthiness cannot be undermined as the principle and practice of ethical research is at the centre of trustworthiness of the study. On the other hand, credibility seeks to reveal that the study was conducted in a manner that the research subjects were correctly identified and properly described (Marshall & Rossman, 2011, p. 251). The research questions and research objectives led to choosing the mixed methods design as explained earlier. Mixed methods use both quantitative data and qualitative data. Qualitative

data quality control means that the researcher must ensure that the study is trustworthy and credible.

3.10. Limitations of the study

A study in which limitations are declared is considered good quality and responsible research as this declaration helps in providing full knowledge of the study limits right from the start (Rule, *et al.*, 2011, p.110). It is worth noting that for this study, there were four limitations:

- (i) openness might have been limited by the beneficiaries as the researcher used a questionnaire to get answers;
- (ii) poor roads restricted access to some of the beneficiaries based in the most rural and remote areas in the district;
- (iii) the unavailability of municipal officials due to their demanding schedule: for example, the municipal manager of Dannhauser could not be interviewed based on his demanding schedule; and
- (iv) some beneficiary groups are no longer in business. This led to a situation where only 35 beneficiaries could be found out of the 75 beneficiaries. Therefore, this means the quantitative data findings cannot be used for generalising, and that this study is therefore exploratory in nature.

3.11. Ethical considerations

The underlying principle of informed consent and the protection of participant's anonymity are the basis of ethical considerations (Olson & Gass, 2016, p.30). The informed consent aspect refers to participants/subjects being informed about the research purpose and the key features of the research including the risks and benefits of being part of the study (Olson, *et al.*, 2016, p. 31). Rule, *et al.* (2011, p. 112), suggest that ethical reasoning is a key and central part of any research. They argue that the ethical requirements flow from the three basic principles which they have identified below as :

- Beneficence: which suggests that the research objectives should be focused to contributing to public good;
- Non-maleficence: which guides the researcher to be mindful of causing any harm during the cause of the research; and

- **Autonomy:** which basically directs the researcher towards ensuring that throughout his/her research, self-determination should not be compromised to ensure that the research subject's anonymity, privacy, and confidentiality are not compromised.

The researcher was committed to the principles and values of good ethical conduct in this research and mindful that the credibility and the trustworthiness of the study is one of the most important aspects of this research. A correct sample was drawn from the three participating municipalities that reflected those employees tasked with LED implementation.

3.12. Chapter conclusion

This chapter discusses the research design and methods that helped gather the information for this study. Both qualitative and quantitative methods captured the full account of the research which allowed the researcher to collect rich and strong range of evidence. Data collection procedures, included a questionnaire handed to LED beneficiaries, and in-depth interviews with key informants. Sampling methods and population sample are presented in this chapter. Different steps undertaken in the analysis of the data are also considered and presented in this final report of this chapter. The following chapter will focus on the data presentation and data analysis.

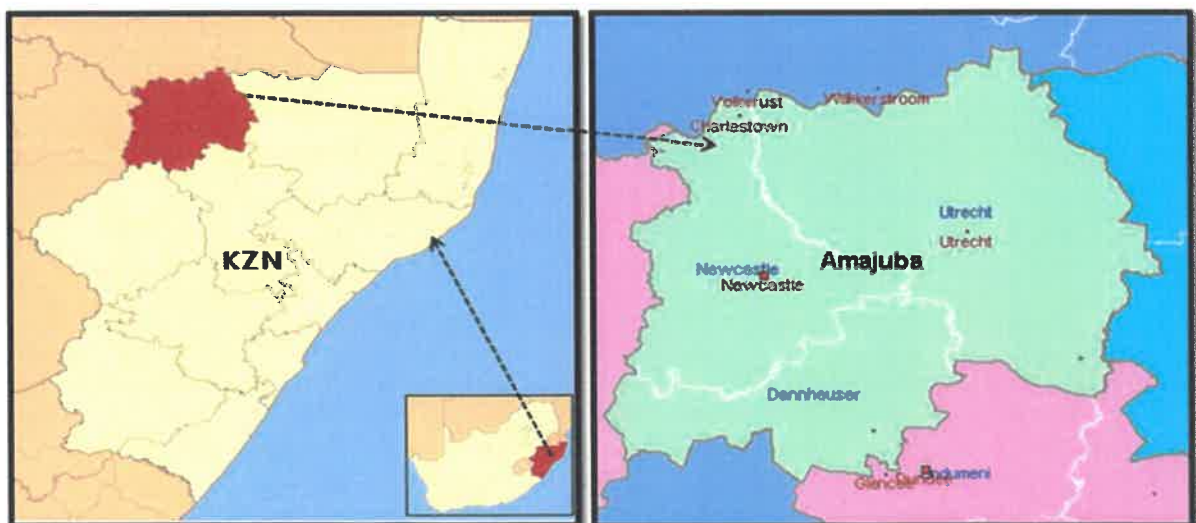
The aims of this study are to explore and examine the role of IGR in local government with reference to LED in the Amajuba District Municipality, KwaZulu-Natal Province. This chapter presents the findings of the study. It begins by analysing quantitative data gathered through questionnaires which involved 35 respondents.

The Research Survey Questionnaire (see Appendix 2) provides demographic information of the respondents, such as gender and age, the respondents' duration in the business, the number of employees employed by the respondents and the type of the business. In addition, quantitative data analysis includes the assistance received by LED beneficiaries from the municipality and how such assistance enabled them to create a conducive environment for the success of their business.

Respondents in this category were again asked for their views and understanding with regards to the cooperation between local and district municipalities, and how such cooperation enables or hampers the growth of business in study areas.

Quantitative data analysis is followed by in-depth interviews with 11 key informants (see Appendix 4) Participants in this category included: administrative office bearers, i.e., municipal managers. Interviews and responses from these participants centred on their perception and understanding of the role of IGR in LED for the Amajuba District Municipality (KZN) comprising three local municipalities, namely Newcastle, Emadlangeni, and Dannhauser. The map (Figure 4.2) displays the location of the district and the local municipalities in relation to the rest of KZN. Amajuba District Municipality is surrounded by Gert Nsibande District Municipality in Mpumalanga, and Thabo Mofutsanyane District Municipality in Free State. The neighbouring districts in KZN are UThukela, UMzinyathi, and Zululand District Municipalities.

Figure 4.2: Locality map of three municipalities (Newcastle, Utrecht/Emadlangeni and Dannhauser) in Amajuba district, KZN



Source: www.amajuba.gov.za

Amajuba District Municipality accommodated an estimated 468 837 people in the year 2010. In terms of the breakdown of municipalities, Newcastle accommodated 311 495, Dannhauser had 95 800, and Emadlangeni had the least with 23 373 (or 72.3%, 5.4% and 22.2% respectively).

In terms of population growth rate, the 2008 Global Insight Figures indicate that during the period 1996 to 2008, Dannhauser Municipality declined at -0.5%, with the Emadlangeni Municipality experiencing the highest growth rate at 4.1% per annum. Amajuba's (ADM) average growth rate during this period was 1.4% per annum. The 2007 Community Survey pointed to a declining number of households in Dannhauser, but an increase in both the Newcastle and Emadlangeni municipalities. The ADM shows an overall increase in the number of households in 2007. In terms of household size, the 2007 Community Survey further indicates a decline in size. However, in terms of the number of households the Global Insight (2008) data indicates that there has been an increase across all municipalities in the ADM.

According to the 2007 figures of the Capacity Assessment Study, almost 60% of the households are urbanised. Of these, an overwhelming 95% are in the Newcastle Local Municipality area. In terms of racial distribution, an overwhelming majority of the district population (97%) are black Africans. These figures do not change fundamentally when household distribution is considered. African households account for 89% of the population while white households contribute 7%. In terms of age distribution, close to two thirds (62.4%) are under 29 years and roughly similar number represents those aged between 15-64 years. This leads to the conclusion that majority of the population are of working age.

In terms of education levels, of the three municipalities, only Newcastle has a larger percentage of people with higher levels of education while Emadlangeni and Dannhauser have significantly lower percentages of people with higher levels of education. This may correlate with the closure of the mines, although these figures have improved in 2007. The ADM also represents the district municipality with the lowest percentage of the adult population without any form of schooling (completely illiterate) – that is, 7.7%. This figure is significantly lower than most other district municipalities within the province, apart from the uMgungundlovu District, which has a similar figure of 8.1%.

In considering migration patterns, the 2006 National Spatial Development Perspective study concludes that between 2001 and 2006, the ADM experienced an out-migration of

approximately 2.18% of the population, that is, 11 806 people. This figure might suggest high mobility of skilled labour force from ADM to other municipalities, especially since a comparatively higher percentage of them have higher education. The Amajuba District has the second lowest number of people receiving some form of social grants (83 265 or 18.8% of the provincial population) after uMgungundlovu District which represents 18.2% of the provincial population receiving some form of grants.

4.2. Quantitative data presentation

4.2.1. Recapitulation of research objectives and research questions

The research objectives and questions guiding the study remain a key aspect to understand and analyse the data given by the respondents. Table 4.1 shows the relationship between research objectives and research questions.

Table: 4.1: Research objectives and research questions

Research objectives	Research questions
To examine the role played by intergovernmental relations in local economic development at a local sphere of government.	How do intergovernmental relations influence implementation of local economic development at local government?
To determine factors that facilitate or hinder implementation of LED strategies by intergovernmental structures between the district and local municipalities.	How are intergovernmental relations for local economic development being implemented across the district and the local municipalities under study?
To explore employees' perceptions about the relationship between IGR and LED.	What are employee perceptions of the role of intergovernmental relations in local economic development?
To explore beneficiaries' perceptions about LED.	What are the beneficiaries' perceptions regarding the role of the district municipality and local municipality in local economic development?

4.2.2. The structure and approach in quantitative data analysis

The following sections of the quantitative data analysis are based on the subheadings derived through the broader research objectives. These sub-headings are aided by the matrices which use the empirical statements of inquiry to point out what each participant submitted during their survey sessions. The Figures of the data analysis are given names which are in line with the survey questionnaire and the responses the participants gave to the questions asked. The Figures are grouped according to their relation to the broader research objectives and research questions.

4.3. Demographic information of the respondents

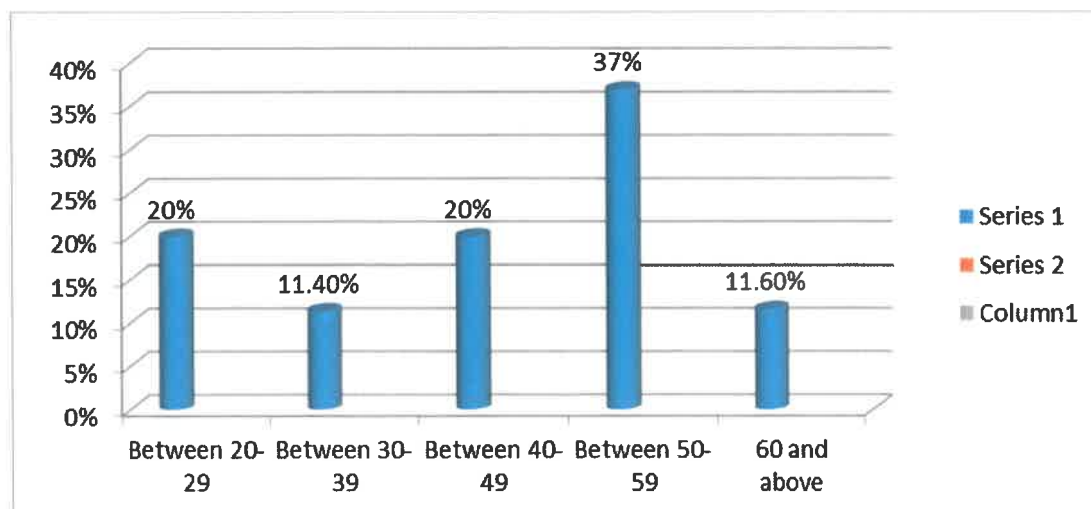
An understanding of gender participation in the process of IGR in local government regarding LED in Amajuba District Municipality is key as it allows capture of both gender voices. Gender representation and participation is central to LED agenda. In this study both male and female are represented with 45.7% of respondents being male, while 54.3% are female. The below table shows the gender frequency of respondents.

Table 4.2: Gender of the respondents

Gender	Frequency	Percentage
Male	16	45.7
Female	19	54.3

Figure 4.3 below, shows how respondents were divided into different age categories. Twenty percent of respondents were between 20 and 29 years of age, 11.4% were between 30 and 39 years of age, 20% were 40 and 49 years of age, 37% were between 50 and 59 years of age and the last category of respondents, 11.6% were between 60-69 years of age.

Figure 4.3: Age range of respondents



4.4. The discussion on quantitative data in terms of sub-headings, matrices

Quantitative data is presented using matrices in which categories were developed. The discussion of each category is presented first, followed by the figures informing the category as per the data obtained from the respondents.

4.4.1. LED Initiatives in poverty alleviation and job creation.

Rogerson (2014, p.205) states that the Constitution of South Africa (1996) recognises the importance of local government and submits that Section 152 compels the municipalities to promote economic development in their localities. The White Paper on Local Government (1998) further suggests that municipalities must be committed to work with the citizenry and interested groups in their localities to find ways to meet their socio-economic and material needs with a view of improving the quality of their lives (Rogerson 2014, p. 206).

Matrix 4.1: Job creation	
Empirical inquiry	Response
Type of LED initiatives against the districts strategic thrust.	“Food (Agricultural outcomes), part of the District’s strategic thrust” Figure 4.2
Employment created by the LED initiatives and the survival life span of the LED initiatives.	“Each of the LED initiative has between 1-20 employees” Figure 4.3
	“Over the past 10 years, 94% of the LED initiatives are still in business whilst less than 6% has since collapsed” Figure 4.4

Figure 4.4 shows the duration of respondents in business. The findings show that 34% of the respondents have been in the businesses for between 1 and 9 years, while most respondents (60%) have been in the business for between 10 years and above, whereas 5.7% of the respondents remained anonymous, and did not indicate whether they were in the business or not.

Figure 4.4: Duration of the respondents in the business

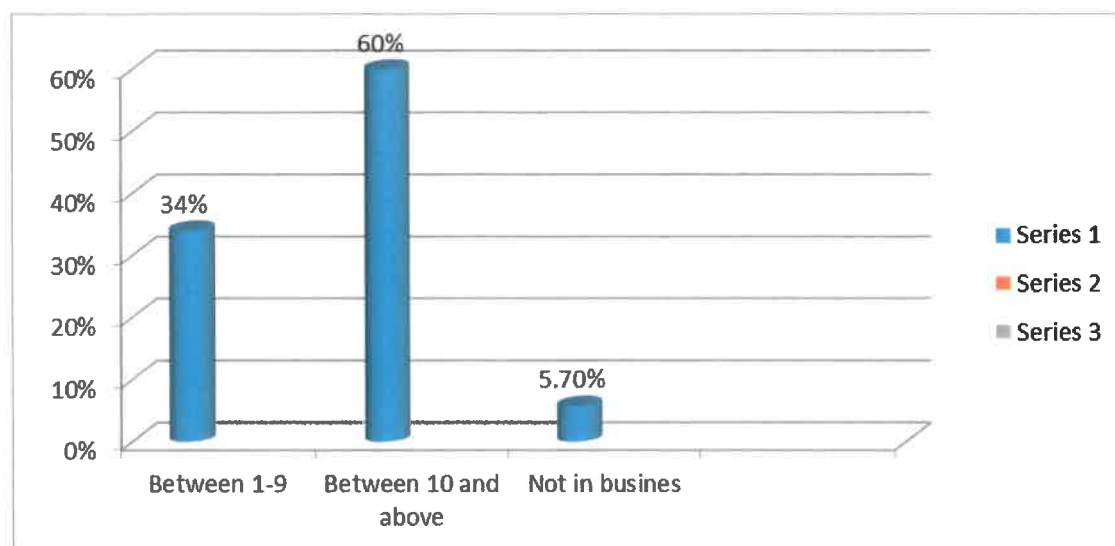


Figure 4.5 shows the number of employees in business owned by the respondent. According to the below Figure, 97.1% of the respondents own businesses of which 54.2% of business owners among the respondents have from 20 and above employees, while 31.4 % of the respondent business owners employ between 11 and 19 people, whereas 11.4% of the respondents who are business owners employ between 1 and 9 people. There are 3% of respondents did not indicate whether or not they own a business. This clearly shows that local economic development initiatives have a positive impact on job creation and the local economy.

Figure 4.5: Number of employees in the business owned by the respondent

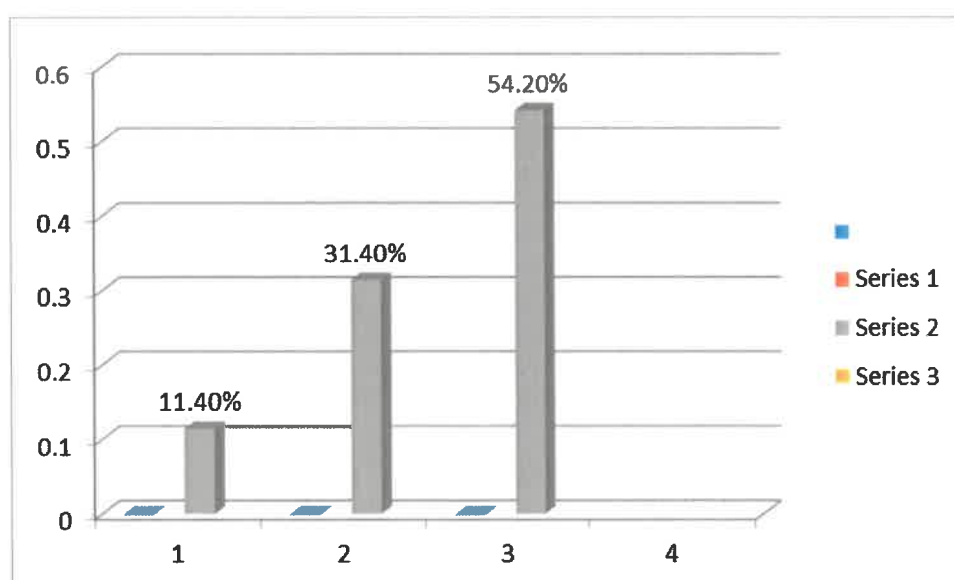
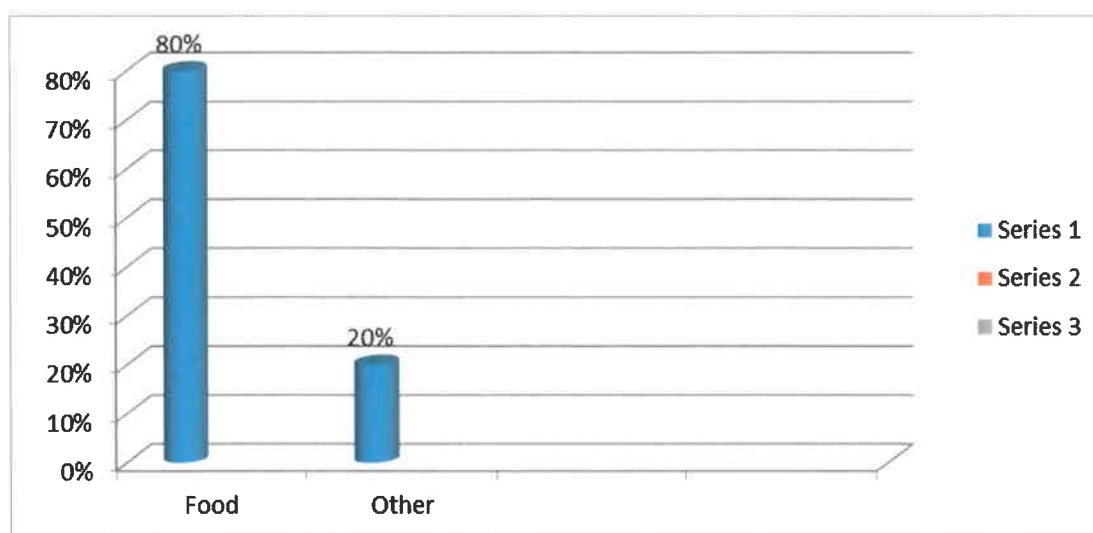


Figure 4.6 shows that the predominant business type undertaken by the respondents is in the food sector, representing 80% of the respondents, followed by 20% of those who indicated other forms of business. This proves agriculture remains one of the major economic activities and deserves special attention in the process of LED in Amajuba District Municipality.

Figure 4.6: Type of the business owned by the respondent



Local economic development addresses poverty alleviation and unemployment (Rogerson, 2014, p. 206) in that it is a strategic aspect of addressing social ills such as marginalisation and poverty (Mago & Hofisi, 2013, p. 57).

4.4.2. The manner in which municipalities approach LED beneficiaries and/or initiatives

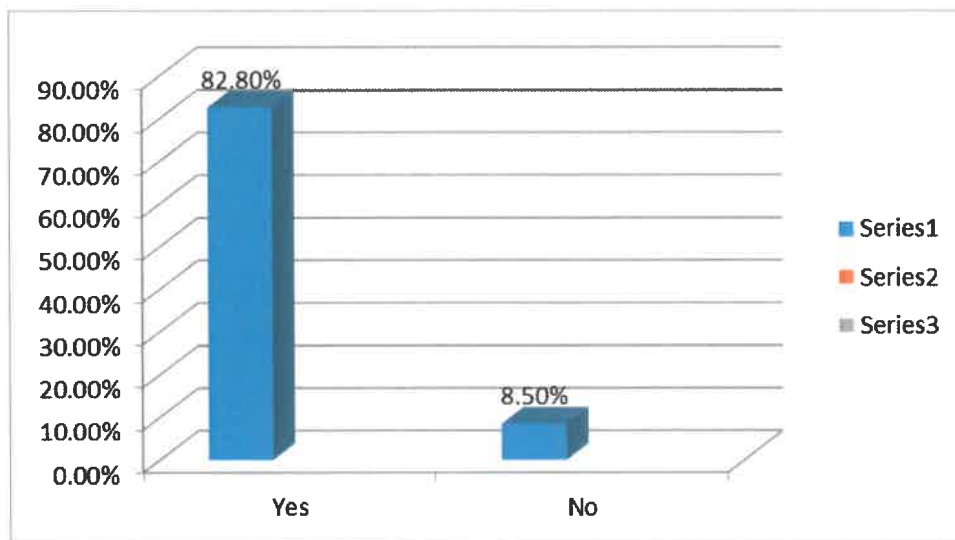
Municipalities must train and ensure the skills transfer within its labour force tasked with LED activities to help them to perform better (Mago & Hofisi, 2013, p. 65). Municipalities must ensure that their IDPs are able to take a management role to enable municipalities to take a strategic and broad view of their developmental requirements (Barole, 2013, p.17). Municipalities are obligated to be frontrunners of providing development to their local citizenry.

Matrix 4.2: Municipal assistance	
Empirical inquiry	Response
Municipality's role in assisting beneficiaries of LED initiatives.	"Municipality provided funding" Figure 4.5
	"most the beneficiaries indicated that the municipality's intervention/assistance enabled their businesses to grow the business" Figure 4.7

The attitude of municipal officials towards beneficiaries and the application process for funding.	“Application process was recorded as hard and difficult by most of the beneficiaries” Figure 4.6
	“The data proved that most the respondents agreed that municipal official were helpful” Figure 4.8

The data on Figure 4.7 shows that 71.4% respondents acknowledged receiving assistance from the municipality, while 28.6% of the respondents had not received any assistance. Those who indicated to have received assistance defined this in terms of financial and technical advice. It was not clear to why the 28.6% had not received assistance. Noting that local government is expected to play a central role in LED, it is desired that municipal assistance be provided to the most deserving LED initiatives. Further investigation is required to uncover reasons as to why 28.6% of the respondents did not receive any assistance.

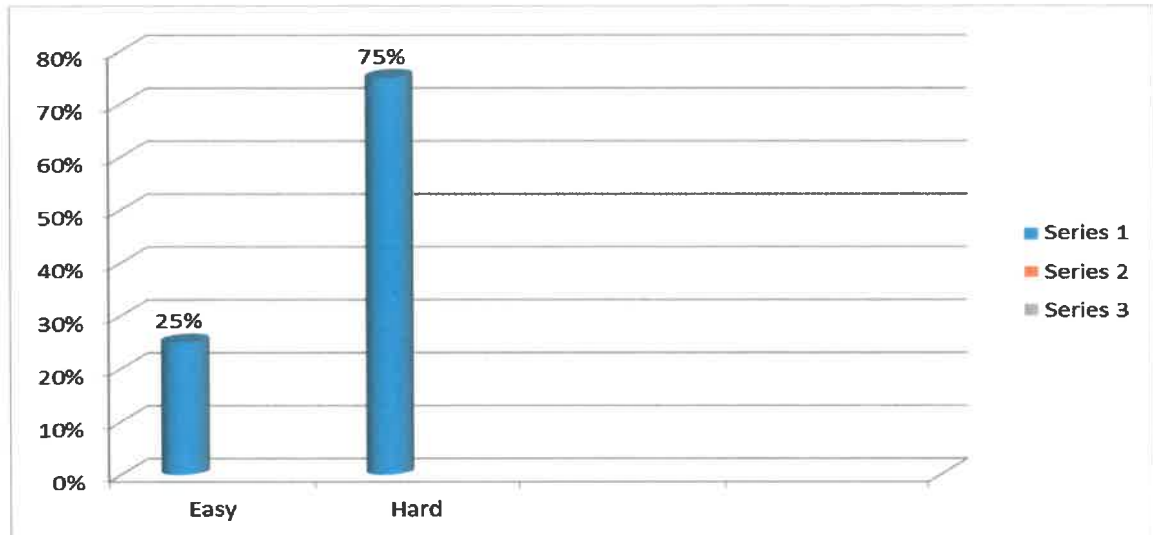
Figure 4.7: Assistance received by respondents from the municipality



Despite many of the respondents indicating some assistance from the municipality, Figure 4.8 shows that the majority (75%) of respondents indicated that the application process is difficult, while 25% indicated it was easy. One possible method of ensuring that that the application process becomes easy and flexible for all could be for the ADM to consider establishing One-Stop Business Assistance Centres as envisaged by Blakely & Leigh (2010, p.272). The model of these One-Stop Business Assistance Centres is such that it must be established in areas where the targeted local people can easily access advice (which includes providing information on

application processes, business opportunities and strategic planning and development matters) (Blakely & Leigh, 2010, p. 272).

Figure 4.8: Application process for funding



On the question in Figure 4.9 on whether the assistance received had assisted beneficiaries in growing their business 48.5% of the respondents agreed that the assistance had helped them grow their business while 37% denied the assistance received helped them grow their business. There were also those who did not indicate as to whether the assistance did or did not assist them grow their business. There is a need for the municipalities to revisit the type of assistance offered to beneficiaries so that more value can be added on the type of assistance provided. The value added assistance will help more beneficiaries to grow their businesses.

Figure 4.9: Services received from the municipality for growth of beneficiary businesses

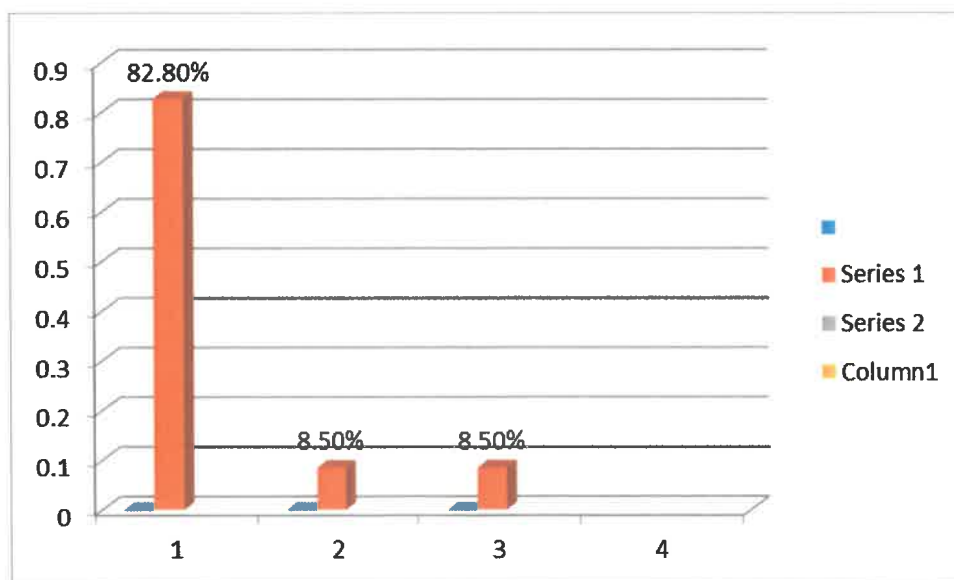
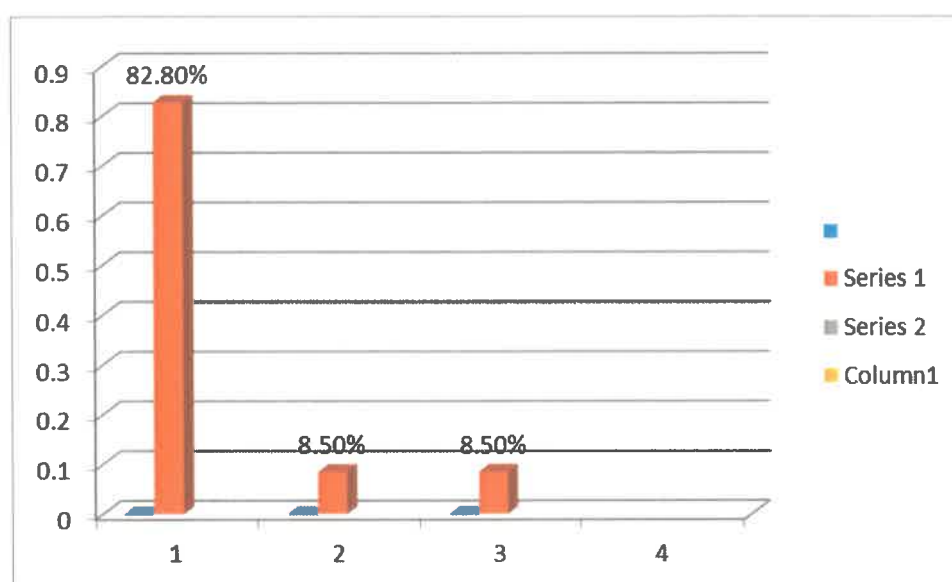


Figure 4.10 explored if municipal officials were helpful in the individual needs of business. The data proved that the majority (82.8%) of the respondents agreed that municipal officials were helpful, while 8.5% of the respondents were not satisfied with the help from municipal officials, whereas the remaining 8.5% of the respondents did not respond to whether or not were satisfied with the help of municipal officials' assistance. This information suggests that employees tasked with LED in the family of municipalities in Amajuba district are committed to their work. The weaknesses on the side of the employees serving the beneficiaries are quite minimal based on the responses.

Figure 4.10: Helpfulness of municipal officials' in individual needs of businesses



Municipalities must ensure that they create partnerships with other stakeholders in their pursuit for LED implementation in their localities, as this will help to empower individuals to acquire expertise and skills required for their business's success (Mago & Hofisi, 2013, p.63). Another important focus for municipalities in their pursuit for LED implementation, is to ensure that the market is developed for the LED initiatives through the establishment of business development services to ensure that markets do advantageously work for the poor in local communities (Mago & Hofisi, 2013, p. 64).

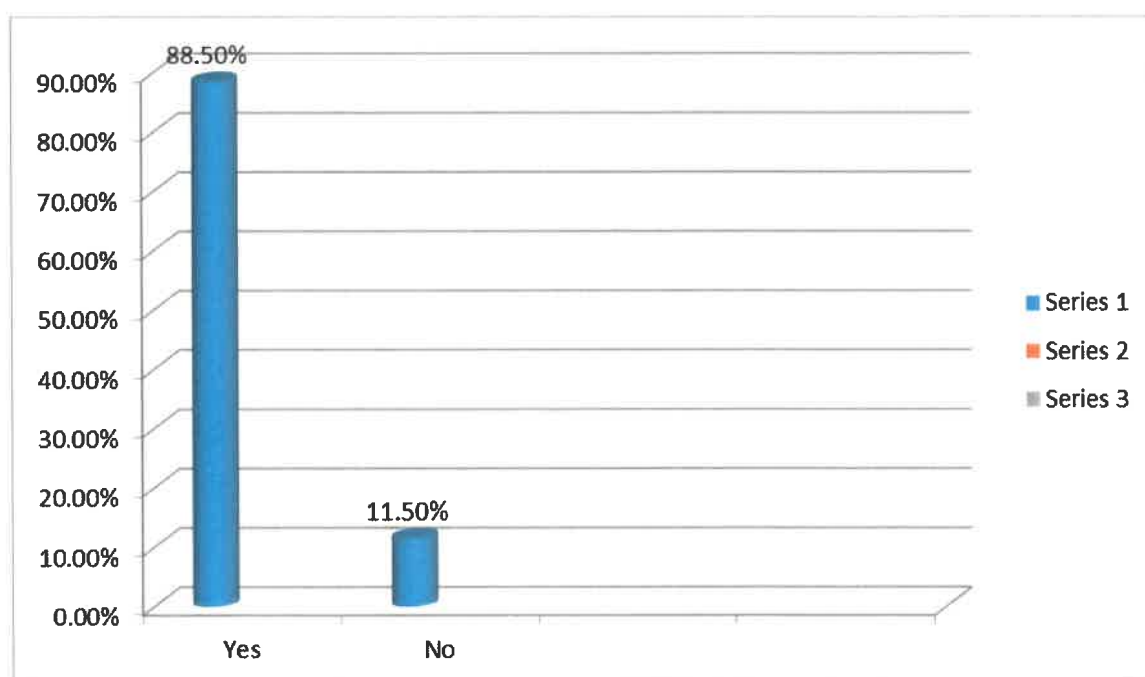
4.4.3. The IGR role of municipalities in improving and growing LED initiatives

Intergovernmental relations are important in providing a platform for interactions between government structures and levels within the entire government system (Barole 2013, p.40). The notion that the IDP process largely relies on IGR suggests that it is through the vigorous process of IDP planning that the municipalities must set their agenda of fighting poverty and unemployment through LED (Barole 2013, p. 40).

Matrix 4.3: IGR in LED	
Empirical inquiry	Response
Cooperation between the district municipality and the local municipalities according to beneficiaries.	“Respondents representing 94.2% strongly disagreed and indicated that there is no cooperation between local and district municipalities” Figure 4.10
Provision of platforms for information sharing, and progress follow-ups.	“Respondents representing 88.5% of total respondents indicated that there is no such platform” Figure 4.9

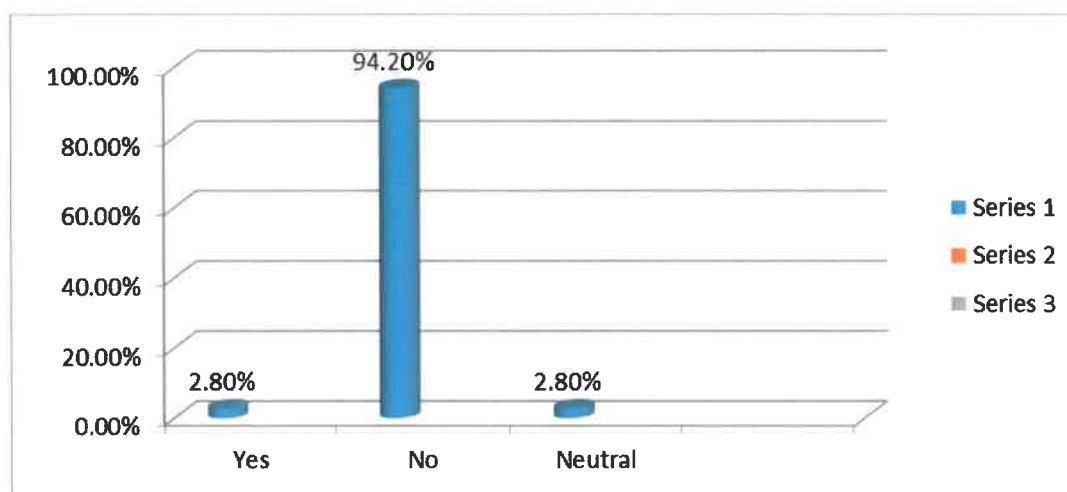
To the question on Figure 4.11 as to whether the municipality has been able to create a continuous platform to engage with business, most the respondents (88.5%) strongly agreed that the municipality has created a continuous platform to engage with business. On the other hand, 11.5% strongly disagreed that the municipality has created a continuous platform to engage with business.

Figure 4.11: Municipality’s engagement platforms with respondents



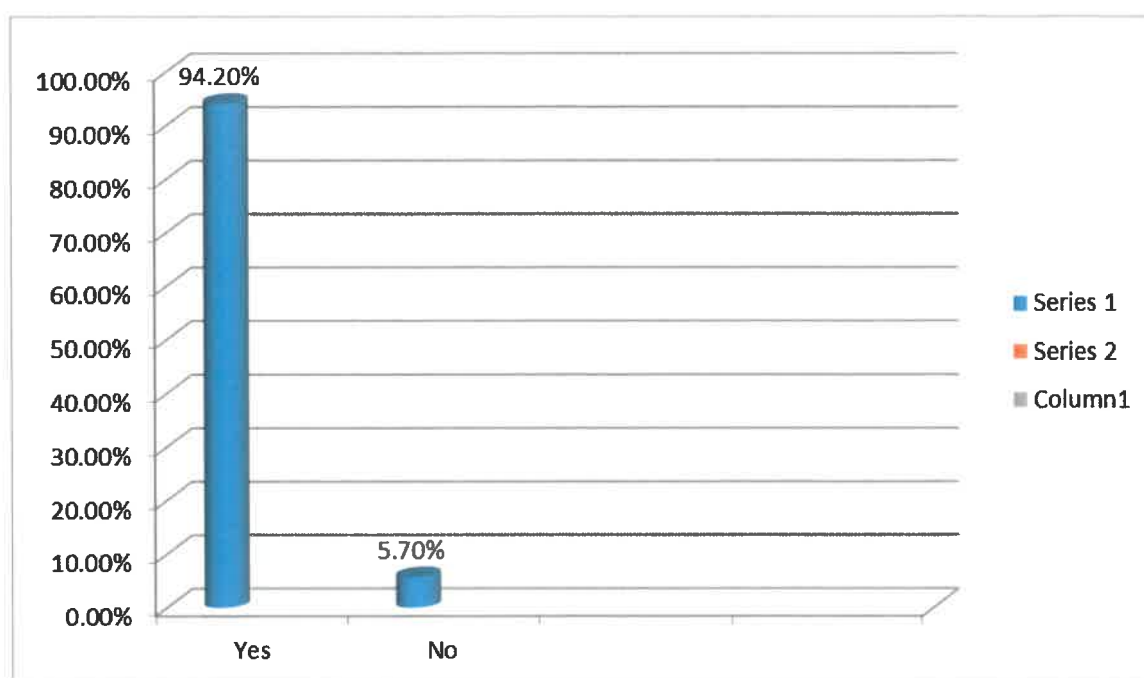
The question on Figure 4.12 aimed to explore the cooperation between local and district municipalities, and the results showed almost all respondents (94.2%) strongly disagreed whereas only 2.8% of the respondents agreed that there is some cooperation between local and district municipalities. Some 2.8% of respondents did not indicate as to whether there is cooperation between local and district municipalities.

Figure 4.12: Cooperation between local and district municipalities



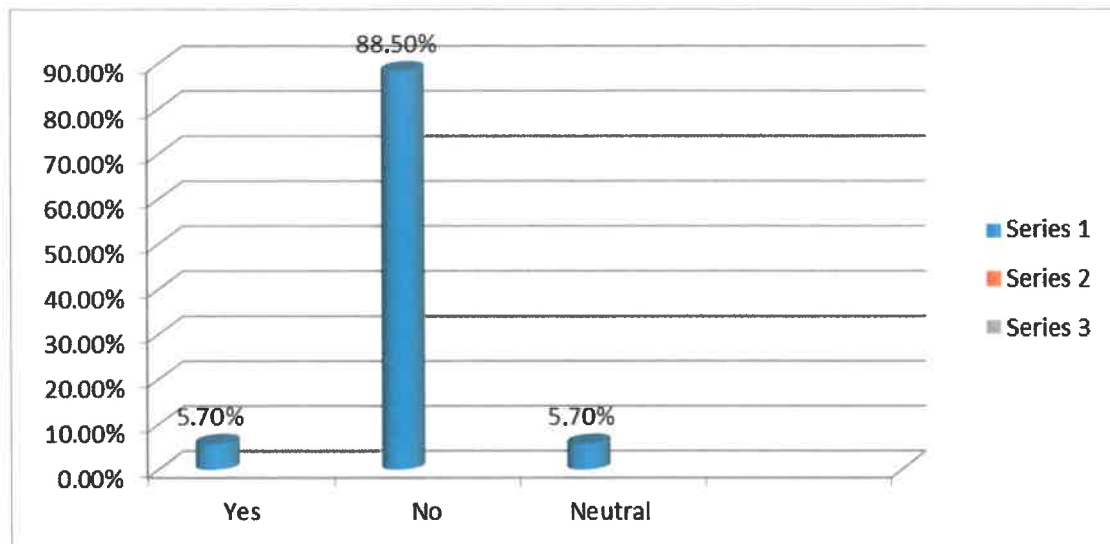
The data on Figure 4.13 have shown that most the respondents, representing 94.2%, were not satisfied with the way LED is being implemented in the Amajuba District, while only 5.7% of the respondents were satisfied. The evident dissatisfaction of LED beneficiaries about how LED is being implemented in the district shows that there is more room for improvement within the family of municipalities found in Amajuba District. The East African Community (2014, p.81) shows successful implementation of LED relies strongly on the existence of IGR Planning Process Guidelines which ensures integration and alignment of LED plans, including the programmes and strategies. A solid IGR planning process guideline will take into consideration the challenges experienced in the past and possible solutions or interventions to address those challenges.

Figure 4.13: Respondent's satisfaction LED implementation



The final question shown on Figure 4.14 was to explore and examine respondents' views on whether there is a platform in the municipality where local business people meet to share experiences and help each other to grow their businesses. The data have shown that most the respondents (88.5%) indicated that there is no such platform, while only 5.7% of the respondents said that there is such a platform and 5.7% did not indicate whether such platform exists or not. The above finding is in sharp contrast with section 153 of the Constitution (1996), which states that, among other things, the municipalities must organise their administrative, budgetary, and planning processes such that they can provide basic needs, and can promote social and economic development for the citizenry. Mohammed, *et al.* (2016, p.111), have put forward that government is responsible for providing an effective platform to help in growing local business and business activity in the community. The municipalities should implement IDPs through the involvement and strategic use of IGR partners and players (Kanyane, 2016, p.104).

Figure 4.14: Platform for local business information sharing



4.5. Qualitative data presentation

This section provides a full account of the findings from in-depth interviews with 11 key informants (see Appendix 4). Interviews and responses from these participants centred on their broad perceptions on the role of intergovernmental relations in LED at Amajuba District Municipality.

To shape the discussion on the data collected a data reduction strategy (as envisaged on the Table in Appendix 5) was used to capture similar responses and group them into categories and subcategories. The table takes a cue from the argument put forward by Creswell (2013, p. 188), where he states that most qualitative research uses tables, figures, or visuals as aids to their discussion. The following sections of the qualitative data analysis are based on the subheadings derived through the broader research objectives, the subheadings are aided by the matrices which use the categories and empirical statements of inquiry to point out what the different participants submitted during their individual interviews.

4.5.1. The role of IGR in LED

Intergovernmental relations must be viewed as a platform for different governments to cooperate with the intention of meeting the interests and needs of the citizenry (Haile 2014, p.20). International relations exist to promote cooperation in decision making and to set priorities and budgets between the levels of government (Haile, 2014, p. 50). The nature and character of IGR is such that it requires collaboration of government employees tasked with complementing service delivery targets. Kapucu (2015, p.214) submits that collaborations operate on a premise of working together to achieve a common goal. Municipal officials of

ADM, ELM, and DLM must collaboratively pursue LED with the view of achieving their collective goals. The latter will make it easier for them to use IGR forums effectively.

Matrix 4.4 below, gives a picture of the views by participating municipal officials concerning the IGR platforms in the family of municipalities in Amajuba.

Matrix 4.4: AFLED an IGR Platform	
Categories	Responses
Existence of an IGR Forum	“ADM forum meets quarterly” ADM1 ADM2 ADM3
	“There is an intergovernmental forum in which all stakeholders dealing LED in the district meets, these includes municipalities, sector departments, and other civil organisations”. ADM4 ADM5 ADM6 ADMD2
	“The name of the intergovernmental forum is called AFLED”. ADM7 ADM3 ADMD1 ADM8
The leading role played by ADM	“The ADM plays a central role in creating an enabling environment to ensure that LED thrives in the district”. ADM7 ADM5 ADM2
	“The ADM co-ordinates and facilitates the implementation of LED initiatives in the entire district”. ADM8 ADMD1 ADMDE1
Involvement of sector departments and external funders	There are sound relations between the family of municipalities in Amajuba and the government sector departments who are part of AFLED. ADME1 ADM4 ADMD1
	“Plans are also submitted to potential funders with a view to assist since municipalities are not adequately funded to pursue their LED agenda” ADM1 ADM2 ADM5

The respondents unanimously pointed out that the Amajuba District Municipality had established an IGR forum which is known as Amajuba Forum for Local Economic Development (AFLED). It was submitted that AFLED was composed all three local municipalities which are within the district, and other strategic partners such as the Farmers' Association, Chamber of Business, and Government Sector Departments. According to the Terms of Reference, meetings are held quarterly (every three months). The forum brings together different stakeholders which includes LED Officers, Managers, Assistant Directors, and Deputy Directors from the family of municipalities within the district. A notable concern, however, is that the two local municipalities which are part of this study do not have well established LED components. This is attested by the fact that in Emadlangeni Local Municipality they have recently appointed a Director for Planning Services and an officer responsible for LED. Again, in Dannhauser Local Municipality they have only one officer who is responsible for LED, and another employee who works on *ad hoc* basis with LED related services.

The majority of the participants indicated that the role of the district municipality is to create an enabling environment which is conducive to the implementation of LED. The latter suggests that the district municipality has a responsibility to lead, and co-ordinate the implementation of projects and policy direction. However, it is worth noting that there were other participants who were not sure of the constitutional mandate of local government in as far as LED is concerned. Lack of knowledge and information sharing among municipal employees regarding the roles and functions of LED is a concern. This is indicated in some of the responses given by participants on key functionality affairs of LED, namely, "I don't know" (ADM3) which came out at some stages.

The foremost important aspect when discussing this theme would be to locate AFLED in the provisions of the IGRFA 13 of 2005, as it has been noted as a key intergovernmental platform. The IGRFA 13 of 2005 is a broad document which provides a platform to initiate structures and clear interpretation. The proposed model for local government IGRs, as developed by Department of Co-operative Government and Traditional Affairs (COGTA) in 2012, established the following IGR Sub-Technical support structures; (i) Infrastructure Forum, (ii) District Area Financial Forum, (iii) Communication Forum, (iv) General and Social Services Forum, and (v) Planning and Development Forum.

In local government, LED is in the Department of Planning and Development Services, as such AFLED is in the Planning and Development Forum in the IGR Sub-Technical support structures as stated above. It is therefore, important to point out that Amajuba District Municipality and its family of municipalities are complying relevant legislation, i.e. IGRFA 13 of 2005, and Section

40 (Cooperative Governance) of the Constitution of the Republic of South Africa Act 108 of 1996. The AFLED is evident that at institutional level, Amajuba District Municipality and its family of municipalities understand its IGR and LED responsibilities.

The intent of IGR in South Africa is to coordinate a collective approach in providing services, poverty alleviation, and to promote development (Haile, 2014, p. 59). It is therefore, submitted here that municipal employees from the three participating municipalities in this study must understand that their responsibility on delivering LED is not based on using IGR forums for information sharing only, but for budgeting-related issues, and planning on their setting of priorities.

4.5.2. Implementation of LED in Amajuba District

The data emerging from interviews has enabled the researcher in this section to deduce the factors which (i) facilitate or (ii) hinder the implementation of LED in the Amajuba District.

- (i) The factors that facilitate the implementation of LED

Matrix 4.5: Positive factors in LED implementation	
Categories	Responses
Co-ordinated approach in implementing LED.	“Establishment of solid links with private actors, and potential funders” ADM1 ADM2 ADM5 ADMD1
	“Ensuring that the IDP’s are well organised and reflect the role of government sector departments in implementing LED” ADM7ADM2 ADMD1
Training beneficiaries (technical support from other role players) and monitoring their progress.	“Co-ordination of training and providing technical support to beneficiaries with the help of relevant sector departments” ADM8 ADM5 ADM2
	“Monitoring is key in helping with identify what support is needed by beneficiaries” ADM1 ADM4 ADME2

- (ii) The factors that hinder the implementation of LED

Matrix 4.6: Negative factors in LED implementation	
Categories	Response
Social challenges within the beneficiary groups.	<p>“beneficiaries which fail to manage their social differences continuously suffer in terms of progress as opposed to those which have managed to put away their social issues from work”</p> <p>ADM5 ADM8</p>
Funding	<p>“inadequate funding makes it difficult to run with the implementation of LED”</p> <p>ADM1 ADM2 ADME2</p>

Mago & Hofisil. (2013, p. 62) have put forward that the key challenges by LED initiatives are the withdrawal of participants due to lack of funding. This withdrawal of participants results in an increase in poverty and unemployment.

The municipalities using their funding alone have been unable to successfully deliver on their LED priorities. This is evident by statements made by some of the respondents who highlighted funding as one of the key issues in implementing LED. The municipal participant coded as ADM1 when asked about the challenges facing the district municipalities and its local municipalities in implementing LED, gave a one word response: “funding”. The respondents argued that there was too much red-tape in government institutions whose function is aimed at assisting local economies to grow. The above statement is further supported by ADM1 when putting forward that, “there is something called Department of Trade and Industry (DTI), they always say that they have grants we have never got that grant in the whole of Amajuba, not by SEDA [Small Enterprise Development Agency]”.

It would not be justifiable for the researcher to say that government institutions established to fund the growth of local economies are failing, or to say that they are under enormous pressure. However, it is certain that more funding is needed to improve the local economy of Amajuba District. Perhaps it is here where the private sector could assist, the Amajuba District Municipality and its family of local municipalities to deliver on their LED mandate. The

economic demographics of Amajuba District indicate that there are several well-established private companies such as Arcello Mittal and Karbocham to mention a few. Therefore, the responsibility to forge economic relations between these companies to fund the LED mandate remains crucial in Amajuba. These relationships can take the shape of what is commonly known as Private Public Partnerships (PPPs) which have been viewed by many policy makers and researchers as one of the organisational concepts which holds the promise for resource mobilisation beyond those available in the public sector (Brinkerhoff 2011, p. 12). In some instances, both the public and private actors may be financially involved in some poverty alleviation programmes (Khanom, 2010, p.154).

The PPP approach on development may include private actors such as business, organisations, Non-Profit Organisations (NPOs), Non-Governmental Organisations (NGOs), development institutions, international donors, national government (Khanom, 2010, p. 155). Further, it does not come as a surprise that Brinkerhoff (2011, p. 2) submits that societal problems can be solved through combined efforts of the private, public and other charitable sectors. The PPPs should be seen as a platform to mobilise resources, information, and skills sharing to develop capacity.

The capacity building nature of PPPs addresses service delivery issues; however, its main objective is to help develop systems, skills, and capabilities which empower the targeted groups or organisations to be in a position to help themselves after assistance through PPPs (Brinkerhoff, 2011, p. 6). It is therefore, of paramount importance for the Amajuba District Municipality to consider structured PPPs as one of its key elements shaping its IGR in implementing LED.

It is also worth noting, that the success of beneficiary projects has been largely accredited to members of the cooperative being socially united. This statement is supported by the remark given by respondent ADM5. This suggests that part of the support that should be provided to beneficiaries should be training on conflict management.

4.5.3. Employee perceptions of the interrelation between IGR and LED

Matrix 4.7: Perceptions of IGR role in LED	
Categories	Responses
The composition of IDPs	<p>“Advertisements to invite the public for applications to get assistance for LED initiatives are a base for selecting which proposal will be approved”.</p> <p>ADM1 ADM2 ADM7</p>
	<p>“Involvement of sector departments in the provision of technical support to beneficiaries”.</p> <p>ADM1 ADM2 ADM5 ADMD1</p>

There is a need for strengthening technical resource capacity of municipalities through training of municipal employees to ensure an effective IGR system (Kanyane, 2016, p.103).

The findings from the study have shown that while intergovernmental relationship exists in the study area, there are still gaps that are evident. According to the findings, the role of local municipalities is clearly stipulated but there is confusion of power. Local municipality status, role, governing principles and the relationship between district/local municipalities are not clearly stipulated. There seems to be an uncertainty and confusion about the ground rules which result in inconsistent practices, unreasonable expectations and lack of observation of the Constitution. The statement below clearly shows the lack of local government participation. It reads as follows:

“I think what you have said and all these structures that you have mentioned they do have an impact however my brother one challenge that we have is that we know that they do have the Managers’ forum, they do have the forum with the MM but then that information or whatever information that is being discussed no longer comes back to us as the LED so at the end of the day we end up not knowing what is happening like for example, for instance in my case, I am an LED officer so I don’t sit at the MEMCO so if those,[Clears throat] those are discussions ... discussed at the MEMCO I don’t get to know that what has been discussed.”

The Intergovernmental Relations Framework Act 13 of 2005, sets out its aims and objectives, and further outlines the roles of the forums that should exist in line with the Act. Within the local government context, the provisions of the Act, as mentioned earlier, are very clear, key to which is to establish the impact of those forums in changing the lives of the citizens in a form of providing service delivery.

If LED is to succeed, there is a need of a clear system of IGR where various players are well connected and integrated. This will only happen when at the institutional level there are clear channels of dialogue between the various IGR forums. This entails clear lines of information flowing between all role players.

The findings also reveal, that there is a need for clarity in operational concepts. All players in the intergovernmental relations system, must work from the same ground rules; there must be clarity on the content of core concepts. Lack of clarity of operational concepts obscure full participation of those who are not acquainted with the concepts and as such it limited their full participation in decision-making.

4.6. Cross-case analysis

The intention of conducting a cross case analysis is to provide information on instances where the respondents came up with opposing or differing responses to the interview questions. The below Matrix 4.8, shows the qualitative data which was used to conduct a cross case analysis as introduced above.

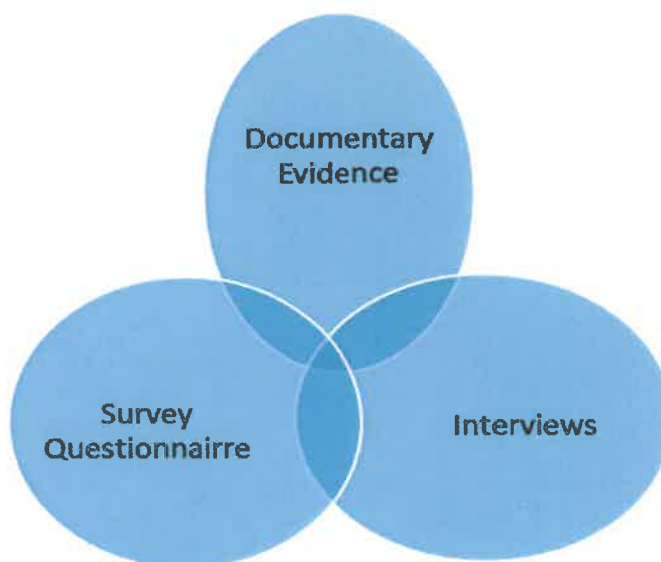
Matrix 4.8: Cross-Case Analysis			
Interview Question	ADM	ELM	DLM
The contributory factors leading to the success/failure of the implementation of Local Economic Development by the district municipality and its local municipalities.	<p>"I will say the main factor is that the district and the local municipalities are working in silos"</p> <p>ADM8</p> <p>"Because come to think of it we are servicing one community however</p>	<p>"We now have a department responsible for local economic development"</p> <p>ADME2</p> <p>"We now have a department responsible for local economic</p>	<p>"programmes which are implemented in the local municipalities especially in Dannhauser which are funded by sector departments and other stakeholders have been visible"</p>

	the municipality, the district doesn't know what the locals are doing" ADM8	development, For the very first time in this municipality" ADME2	ADMD2
Employees of the municipalities tasked with Local Economic Development implementation and their understanding of their Intergovernmental Relations Mandate.	"Eh but cooperation you know is hindered by... by the overall approach from municipality as such eh which I mean which cannot be eh which you have no control over as a government official if politicians have made a particular decision then the decision has been made, I mean it has to be implemented" ADM5	"Oh, yes most definitely" ADME2	"I personally understand that I can't work alone anyway, I have to have that intergovernmental relationship with other LED practitioners" ADMD1

4.7. Triangulation

Triangulation was sought in this study to check convergence and or and divergence of data. To obtain triangulation, qualitative data (interviews, documentary data) and quantitative data (survey questionnaire) were used. The figure below (Figure 4.6) diagram shows the three different data collection tools employed during the study as discussed in Chapter three. The figure shows how the data collected through these tools enabled the researcher to draw recommendations and findings. The premise of obtaining triangulation is to enhance the validity and trustworthiness of the study (Kolb, 2012, p. 85).

Figure 4.15: Triangulation of data



Source: Author's Perspective

The findings from the documentary evidence, survey questionnaire, and interviews converge with literature in that as Kanyane (2016, p. 96) suggests, municipalities must aid LED initiatives with a view of stimulating local economic growth and job creation. However, LED beneficiaries indicate that the application process for funding was difficult. The researcher noted that there was consensus on the notion that municipal officials were helpful.

The reasoning behind seeking divergence triangulation was done with an intention of identifying findings from both the quantitative and qualitative data with diverging view-points. The findings from the interviews and survey questionnaire data diverge on the issue cooperation between ADM and the two local municipalities (ELM and DLM). The interview findings suggested that the municipal officials believe that ADM and the two local municipalities participating in the study worked together in the implementation of LED. On the other hand, quantitative data obtained from survey questionnaire suggested that the beneficiaries did not think that there was any cooperation between the district municipality and the local municipalities.

The Amajuba Forum for Local Economic Development MOU suggests that the IGR platform created by their forum is informal in nature, as it clearly spells out that it cannot not make

decisions that are binding. The latter might be the cause for the notable dissatisfaction from the side of the beneficiaries regarding the way LED is being implemented in Amajuba. Informal IGR tends to be unable to ensure accountability of the parties, and it is known to be least considerate of the institutional context or authority relations (Regan & Monahan, 2014, p. 479).

There is a noteworthy need for the family of municipalities in the district to revisit their overall IGR approach, particularly regarding the implementation of LED. The conceptual framework guiding this study provides an alternative which can help in the implementation of LED in a sustainable manner.

4.8. Summary of the findings

This chapter presents and discusses the findings of the study. It begins by analysing quantitative data gathered through questionnaires which involve 35 respondents. The findings from quantitative analysis reveal that progress has been made in implementing LED programmes in the study area and some success has been recorded. It should be noted, however, that there remains a number of challenges that require urgent attention if LED implementation has to be a complete success.

Quantitative data analysis was followed by in-depth interviews with 11 key informants. Interviews and responses from these participants centred on their perception and understanding of the role of Intergovernmental Relations in Local Government in LED through the case study of Amajuba District Municipality. The findings emanating from in-depth interviews showed that there are areas where progress has been made, but some challenges remain.

Table 4.3: Research objectives and research findings

Research objectives	Research findings
To examine the role played by intergovernmental relations in local economic development at a local sphere of government.	According to the findings, the role of local municipalities is clearly stipulated but there is confusion of power. Local municipality status, role, governing principles and the relationship between district/local municipalities are not clearly stipulated. There also seems to be an uncertainty and confusion about the ground rules which result in inconsistent practices, unreasonable expectations and lack of observation of the Constitution's mandate.
To determine factors that facilitates or hinders implementation of LED	This suggests that there is a need for clear lines of information flowing between all role players. The study also reveals, that there is a need of clarity in operational concepts. All players in

strategies by intergovernmental structures between the district and local municipalities.	the intergovernmental relations system must work from the same ground rules; there must be clarity on the content of core concepts. Lack of clarity of operational concepts obscures the full participation of those who are not acquainted with the concepts and as such it limits their full participation in decision making.
To explore employee perception about the relationship between IGR and LED.	The uncertainty and confusion about the ground rules results in inconsistent practices, unreasonable expectations and lack of observation of the Constitution's mandate. Clear channels of communication and knowledge sharing is paramount if Intergovernmental Relations is to succeed.
To explore beneficiary perception about LED.	The lack of cooperation among all role players, from municipal to community level, remains one of the major challenges to a successful implementation of LED

4.9. Chapter conclusion

This chapter provides a discussion of the results that examine the role of Intergovernmental Relations in Local Government with reference to LED in Amajuba District Municipality in KwaZulu-Natal Province. Discussion centres on key issues. One was to review the existing intergovernmental relations using two sources of information; firstly, the existing Intergovernmental Relations Framework Act 13 of 2005, which provides guidelines and direction, and secondly the analysis of the findings interviews for richness of data for the study.

In addition, another focus of this chapter is the achievement of LED. This is done in the framework of a two-fold review of the existing state of LED as a policy, and the existing reality on the ground in Amajuba District Municipality.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0. Chapter introduction

The chapter checks the balance of the key research objectives, and questions, and the against the overall research findings. To ensure consistency and structured provision of information, the researcher will also provide a summary of all the chapters in this study to enable the reader to keep on with everything that has been done up to this point and help the reader to make sense of the details and the contents of the whole chapter. The researcher will also highlight the significance of the findings to the Amajuba District Municipality and its family of municipalities, whilst providing recommendations informed by the findings and the recommendations for future research. The researcher will also provide chapter conclusion and a conclusion.

5.1. Recapitulation of research objectives and questions

Table 5.1 below depicts the research objectives and research questions guiding this study to ensure that the information presented here is also interpreted in line with the intent of the research and the questions asked in the beginning.

Table: 5.1: Research objectives and questions

Research Objectives	Research Question
To examine the role played by intergovernmental relations in local economic development at a local sphere of government.	How do intergovernmental relations influence implementation of local economic development at local government?
To determine factors that facilitate or hinder implementation of LED strategies by intergovernmental structures between the district and local municipalities.	How are intergovernmental relations for local economic development being implemented across the district and the local municipalities under study?
To explore employee perception about the relationship between IGR and LED.	What are employee perceptions of the role of intergovernmental relations in local economic

	development?
To explore beneficiary perception about LED.	What are the beneficiary perceptions regarding the role of the district municipality and local municipality in local economic development?

5.2. Summary of chapters

This section gives an overview of the activities which took place in the previous chapters of this study.

5.2.1. Chapter One: Introduction to the study.

Chapter one of this study focuses on the base of the research undertaken by the researcher. The background of the study and the research problem are clearly outlined so as to give meaning to the research questions, and research objectives of this study. The researcher introduces key research methodology techniques which are used to carry out this study. This chapter helped in answering the research questions and in achieving the research questions of the study. The structure of the entire dissertation was tabled.

5.2.2. Chapter Two: Intergovernmental Relations and Local Economic Development.

This chapter focuses on the literature review informing this study, and the researcher introduces the two key themes, namely; intergovernmental relations and LED. The legislation guiding the implementation and the approach to both IGR and Led are discussed simultaneously. The literature review helps in the development of the conceptual framework which is developed to guide the study. The types of IGR are discussed and the horizontal IGR is adopted as the most relevant in the implementation of IGR as it provides an opportunity to ensure the successful implementation of LED. The literature review helps the researcher to have relevant information during the data analysis and presentation. This is informed by the fact that the literature review provides much needed standards and expectations on the implementation of LED and the practice of IGR. This chapter assisted the researcher in formulating a conceptual framework guiding the study. The conceptual framework was developed from the literature and work previously undertaken on the same subject.

5.2.3 Chapter Three: Research methods.

The study has unique research objectives and questions which require that relevant research methods be chosen in line with the research intent. This chapter provides the research design and methods through which the choices made in relation to the techniques used were discussed, these included the following: research design (mixed methods); case study research strategy; case; site and participation; sampling; data collection; data analysis, and data quality control for both quantitative and qualitative; triangulation of the study, ethical considerations. Both qualitative and quantitative methods are useful in capturing the full account of the research. Qualitative and quantitative methods allow the researcher to collect rich and strong range of evidence and these are key in shaping the chapters that would follow. Different steps undertaken in the analysis of the data are also considered and presented as they constitute most the work which was to follow in the other chapters: namely, Chapters 4 and 5. The chosen methods are helpful in ensuring that the data that coming out of the study subjects is useful in the carrying out of the study. This chapter was key in achieving the objectives of the study and answering the research questions by providing a clear structure of undertaking the entire research.

5.2.4. Chapter Four: Data presentation, analysis, and findings.

The data analysis of both the quantitative and qualitative data is presented in this chapter to maintain the objectives and the key research questions guiding this study. The chapter is thus divided into two sections. The context of ADM is also presented with a view of enabling understanding of the findings against the real situation. The data analysis is done through data reduction strategies and the matrices are used for the development of the research findings as per the data coming out of the interviews and surveys. The documentary sources are introduced as key role players in the data analysis, as they also play a major role in triangulation. The presentation and analysis of data is done following the relationship of the research objectives and research questions. This is done with an intention of ensuring that the data coming of qualitative and quantitative data collection tools are interrogated in line with the research objectives and questions. This chapter helped in the advancing of the findings from the information categorised in figures, matrices, and tables. The categorised information was structured such that it corresponds with the objectives and answers each research questions.

5.3. Summary of the findings and conclusion

In this section, the research objectives were turned into statements and sub-headings in order to contextualise data coming out of the research findings in relation to each of the research objective informing the study.

5.3.1. The role of intergovernmental relations in local economic development

Findings from this study have shown that there were two mixed responses on the existence of intergovernmental relations in a local government sphere like the Amajuba District Municipality in KwaZulu-Natal. Most of the participants acknowledged the existence of a platform where issues of LED are discussed while a few were not aware of such existence. This requires urgent attention if LED service delivery is to be achieved. It is important that all role players have shared knowledge and understanding of such a platform and play a collective meaningful contribution towards the achievements of LED goals.

5.3.2 The factors that facilitate or hinder implementation of strategies

The findings have revealed the lack of finances, shortage of skills, limited to land and lack of proper coordination as hampering factors to intergovernmental relations in the implementation of LED programmes between the district and local municipalities in Amajuba. There is also a bureaucratic bottleneck, which results in unnecessary delays in the application and access to finances.

5.3.3 The relationship between IGR and LED

The findings from this study reveal that there is unclear status of the role played between local municipalities and grassroots communities despite the fact that the Intergovernmental Relations Framework Act (2005) provides for governing principals of the relationship between different spheres of decision-making and the implementation of LED programmes. Local economic development outcomes in the municipalities involved in the study have been unsuccessful. The key factor in this is the fact that the IGR strategies have been informal, and it appears that if the IGR are informal, it is less likely that the LED outcomes will be successful. This is a proposition that can be tested as a hypothesis for future research. Clear channels of communication and knowledge sharing is paramount for IGR to succeed.

5.3.4 Beneficiaries' perceptions

The perceptions explored in this study are based on how the beneficiaries view the role of the district and local municipalities in the implementation of IGR. The findings show that most beneficiaries are not satisfied with the way LED is being implemented in the Amajuba district. Beneficiaries hold a view that the district municipality and the local municipalities do not work together in the implementation of LED. The data suggests that municipal officials are unable to satisfy the needs of individual businesses of different beneficiaries. These beneficiaries suggest that the lack of information-sharing platforms rob them of the opportunity to grow and connect to larger markets.

5.4. Significance of the study to the body of knowledge on IGR and LED

The aims of this research project were to explore and examine the role of Intergovernmental Relations in Local Government regarding LED in the Amajuba District Municipality in KwaZulu-Natal Province. This was done by examining the intergovernmental relationship between ADM and two of its municipalities, namely; the ELM and DLM.

In relation to the significance of the exploratory study as conducted in this instance, the findings suggest that indeed there is space for growth in relation to possible collaborations between different stakeholders working within the LED sector in the district. The conceptual framework guiding this study together with the literature review provides a clear alternative on how the successful implementation of LED can be realised. It should be noted that the pragmatic worldview adopted by the researcher played a crucial role in the establishment of the conceptual framework, this is because the researcher views the horizontal IGR application in the implementation of LED as a practical solution to the challenges facing LED implementation in Amajuba. The researcher arrived at the latter solution by being influenced by the assertion made by Hall (2013, p. 4), where pragmatism is viewed as a practical approach to resolve real world issues.

In relation to the research objectives and research questions, the study establishes key findings as it became evident how important it was for IGR to take a central stage in the implementation of LED. The factors which hinder or facilitate the implementation of LED are clearly exposed as it is noted that poor IGRs have a negative impact on the implementation of LED.

It is unfortunate and regrettable to note the low staff morale which, in the view of the researcher, has had a very negative impact on the services rendered.

The beneficiaries seemed to be very clear about what they want, and how they think their mission could be achieved; however, lack of financial support over the years has decreased their confidence in the municipalities taking part in the study. The conceptual framework guiding this study based on transactive and interactive implementation of IGR, which is a horizontal intergovernmental relations approach. This is informed by taking into consideration the fact that the conceptual framework is created suiting the description of horizontal as interaction between institutions which are in the same level of government (Haile, 2014, p.25).

5.5. Recommendations from findings and conclusions.

There is a need to pay attention to four key areas to ensure the success of intergovernmental relations:

- A clear and shared understanding of intergovernmental relations by all role players is required. This will be achieved if more channels of communication are developed.
- Full participation of all role players in the design and the implementation of LED projects must be acknowledged. Here the role of local municipalities must be central and they must be active participants in all phases of LED projects. This requires improvement of channels of communication.
- Availability of finances is a pre-requisite and all bureaucratic bottlenecks must be eliminated.
- The district municipality should collaborate with local municipalities to identify how the IGR system will accommodate planning for LED.

5.6. Recommendations for future research.

- Research on a LED tool for local government that considers the zoning of communities and that is based on the strategic business thrust of a municipality (namely, agriculture, industrial development).
- A research on a type of IGR network policy that can better suit the context of South African local government.

5.7. Chapter conclusion

This chapter provides the details on the research findings, and the recommendations arising from the research findings. The recommendations for future research are also tabled, noting that it is submitted earlier in this study that the information obtained could not be used to generalise as it was an exploratory study. The significance of the study to the body of knowledge is also presented.

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Appendix 1: Editing Certificate

To whom it may concern

11th November 2017

This is to certify that the thesis below has been edited:

**THE ROLE OF INTERGOVERNMENTAL RELATIONS IN LOCAL
GOVERNMENT: A CASE OF LOCAL ECONOMIC DEVELOPMENT IN THE
AMAJUBA DISTRICT By Thabo Xaba**

I have attached two files; namely, a template outlining the scope of the edit and
a list of edits and references to indicate my experience in thesis editing.

Yours sincerely



Kathleen Wood
English Language Editor

Appendix 2: Research Survey Questionnaire

University of KwaZulu Natal

Discipline of Public Governance

School of Management, IT & Governance

Student Name: Thabo Xaba (213572205)

Supervisor: Dr F.A Ruffin

Research Topic: The Role of Intergovernmental Relations in Local Economic Development: A Case of Amajuba District Municipality

.

1. Gender	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
2. Age		<input type="checkbox"/>
3. How many years has your business being in operation?		<input type="checkbox"/>
4. How many employees do you employ?		<input type="checkbox"/>
5. What type of business are your doing?	Financial	<input type="checkbox"/>
	Transportation	<input type="checkbox"/>
	Food	<input type="checkbox"/>
	HR	<input type="checkbox"/>
	Other	<input type="checkbox"/>
6. Did you get assistance from the municipality?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
7. How was the application process for	Easy	<input type="checkbox"/>

funding?		<input type="checkbox"/>
	Hard	<input type="checkbox"/>
8. Have you being able to grow your business?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
9. Do you find municipal officials helpful and interested in the individual needs of your business?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
10 . Has the municipality been able to create a continuous platform to engage with you regarding progress/challenges that you face?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
11. Are you currently receiving any form of assistance from the district municipality?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
12. Are you currently receiving any form of assistance from the local municipality?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
13. Do you think there is cooperation between local and district municipalities?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
14. Are you happy with the way LED is being implemented in Amajuba District?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>
15. Do you have a platform in your municipality where local businesses people meet to share experiences and help each other on means to grow business?	Yes	<input type="checkbox"/>
	No	<input type="checkbox"/>

16. If answer to question 15 is yes, are those platforms helpful?

Yes

☐

No

☐

17. Any other comments:

Appendix 3: Qualitative Interview Questions

University of KwaZulu Natal

Discipline of Public Governance

School of Management, IT & Governance

Student Name: Thabo Xaba (213572205)

Supervisor: Dr F.A Ruffin

Research Topic: The Role of Intergovernmental Relations in Local Government: A Case of Local Economic Development in Amajuba District Municipality.

Data Collection Tool: Interviews

1. Does Amajuba District Municipality have an Intergovernmental Forum where it meets with its local municipalities to discuss Local Economic Development?
 - If Yes, who sits in those meetings and at what interval do those meetings take place?
 - If No, why?
2. How would you define the role of the District Municipality in the manner in which economic development is implemented, explaining this with its relationship to the local municipalities?
3. Local Government has a constitutional mandate to lead in the implementation of Local Economic Development, how does this municipality ensure that this mandate is realised?
4. Co-operative governance is the key driver of accelerated service delivery as per Section.....of the Constitution of the Republic of South Africa, Act 108 of 1996, the latter has been advanced by the promulgation of the Intergovernmental Relations Framework Act 13 of 2005. On this background how would you define the Intergovernmental Relations in Amajuba District in the context of Local Economic Development implementation?
5. How often does the district municipality meet with the local municipalities to discuss Local Economic Development? Give details.
6. Do the employees of the municipalities tasked with Local Economic Development implementation understand their Intergovernmental Relations Mandate? Substantiate.
- 6.1. Do Local Economic Development practitioners in the district meet, and what is their approach in ensuring that co-operation is maintained?

7. What are the key elements of the Local Economic Development strategy in your municipality, does it create room for intergovernmental co-operation?
8. How do you choose beneficiaries of your Local Economic Development initiatives?
9. What is the role of the district municipality and the local municipality in providing support to Local Economic Development initiatives?
 - What is the type of support offered?
10. How does the municipality measure its performance in Local Economic Development implementation?
11. What are the challenges facing the district municipality and its local municipalities in implementing Local Economic Development?
12. What is the status of Local Economic Development in the district/ local municipality? Substantiate.
13. How are the challenges dealt with at district/local level?
14. What are the contributory factors leading to the success/failure of the implementation of Local Economic Development by the district municipality and its local municipalities?

Appendix 4: Two Samples of Responses from Interviews

Interview 1

I: Eh let me take this opportunity to introduce myself, I am Thabo Xaba I am masters student at the University of Kwa-Zulu Natal eh thank you very much miss Zandile Hadebe for allowing us to have an interview with yourself eh as highlighted earlier that the study eh is on the role of intergovernmental relations in local government a case of local economic development in Amajuba eh we are basically trying to get an understanding of...of... of... of how far you have taken intergovernmental relations reference to the implementation if you calculate so largely these questions revolve around that and we appreciate that you gave us your honest answers you are also encouraged to answer questions in a manner that you are comfortable with. You can even eh respond in Sotho eh we will be able to transcribe that in Sotho, from isiSotho to English (*Laughs*) so that you are not necessarily contained within the framework of the... of the interview. Yes the questions are in English but the responses can come in any language so that we can get the information that we require and we also wish to thank you for signing the consent form and agreeing to have this interview eh recorded eh todays date is the 7th of September 2014 and the time is exactly 12:24 eh I would like for you to introduce yourself, give us your full name and surname and your position in Amajuba district municipality.

R: Thank you so much Thabo for giving me this opportunity (*Clears throat*) my name is Zandile Hadebe I work at Amajuba district municipality as a project infrastructure manager.

I: Thank you eh let us not waste any time; let us go to the first question. As provided in the discussion that we have had earlier eh question one will revolve around understanding of intergovernmental relations and local economic development. Question 1, does Amajuba district municipality have an intergovernmental forum where it meets with municipalities to discuss local economic development?

R: Thank you Thabo (*Clears throat*) I am not so sure whether my question will be relevant to intergovernmental okay eh with other district municipality in the local economic development section we do have a forum called AFLED whereby our stakeholders, municipalities and government stakeholders sit together and discuss the local economic development of the district. Then we have the department of agriculture where we share the projects, the projects that they are doing, the projects that they are implementing and we do have eh business units whereby they come and sell their ideas, department of finance, finance institution also come to that forum and advise us also assess funding for the projects.

I: Okay thank you very much eh I think you have given us background on eh the name of the forum and also stakeholders who sit in the forum. Can I check the intervals of those meetings, when do they sit?

R: They sit eh quarterly.

I: Okay, okay are all those meetings eh successful maybe one has been postpone or stuff like that, do they all sit?

R: It depends sometimes they do get postponed.

I: Okay, okay.

R: It depends on the attendance of the stakeholders; if we don't meet the (*Inaudible 04:40*) it gets postponed.

I: Okay, okay no next question; how would you define the role of the district municipality in the manner in which economic development is implemented? Explaining this with reference, with its relationship with its local municipalities, how would you define the role of the district municipality in the manner in which economic development is implemented? In... in simple words from where you are seated, what would you say is the role of the district municipality in the... in the implementation of...of...of... of local economic development of course you know looking at its relationship to other local municipalities?

R: The role of the district municipality is to facilitate eh the projects that have been implemented by the locals. Most of the projects are being implemented by the di... by the locals with the department of agriculture in this section of ours because we are working relatively close with the department of agriculture however there are some gaps where we find out the locals cannot be able to assist those local department or those local municipality and where the district municipality has to see and fill up those gaps especially with the Emadlangeni district and eh Danhauser municipality, they don't have that eh what can I say... they don't have much funds to cover their areas where there is a gaps then the district municipality can assist them. However with the Newcastle municipality their budget it's okay they can be able to help their local but with these two local municipalities with the district municipality have to accept... have to give assistance to those municipalities.

I: Mhm thank you very much you... you... you talked about a very important thing eh I think the fact that you highlight that the two municipalities Emadlangeni and Danhauser are small or rural municipalities or with less funding as compared to Newcastle municipality which is also part of this district. It... it shows the desperation that exists financially particularly with these municipalities eh and that is exactly why this study was chose and with particular focus on Emadlangeni and Danhauser because we felt that looking at the demographics and the Census 2011 report that the Newcastle municipality seems to be well off in a way but let us check the... the... the tax and balances in Emadlangeni and in Danhauser and the district municipality and what is the role so thank you very much for mentioning and also highlighting that in your response. Eh we move to question number three; local government has a constitutional mandate to lead the implementation of local economic development. How does this municipality

ensure that this mandate is realised? Eh the rationale for this questions is that the local government was... was... was formed eh its core objective was to or is to facilitate and lead local economic development that is number one, that is line number one in... in... in... in the objectives of local government. Why was local government established to facilitate and lead the implementation of local economic development? So Amajuba district municipality is not absorbed from that eh it's part of local government, we want to check whether eh is the municipality able to fulfil that mandate of... of... of leading the implementation of local economic development according to where you are seated at the moment.

R: So far I can say yes (*Clears throat*) because we do have the IDP document whereby we receive the wishes of people that are serving at the district. They do come with their application and their daily request and then their municipality has to ensure that those applications are looked properly and where... whenever they meet the criteria to be funded the municipality ensures that we do... we do assist those beneficiaries or those projects that came to us. In the case whereby we don't have much funds or we don't have much facility to do that we do have, we do apply, we do assist them to access external funders for those projects if we see that we can't be able to help them. As the municipality yes we do comply with the local government constitutional mandate.

I: Okay eh how would you... how would you rate the... the... the municipality in fulfilling this mandate. Would you say its average, below average or good?

R: Thank you Thabo I can say its average in meeting those demands of those community.

I: Thank you eh we move to the next question; as... as indicated earlier that you will find our discussion that we will talk about cooperative governance and intergovernmental relations because they speak to one another so the next question deals with that exactly. Cooperative governance is a key driver of accelerated delivery as per the constitution of the Republic of South Africa act no 108 Of 1996. Eh the later has been advanced by the promulgation or the passing of the intergovernmental relations framework no 13 of 2005, cooperative governance section of the constitution has been... has been advanced by the promulgation or the passing of the intergovernmental relations framework no 13 of 2005 to give it more flesh for people to easily relate to it particularly professionals because the cooperative governance section might not be clear to anyone per say reading the act or reading the section. But the promulgation of the intergovernmental framework act no 13 of 2005 made things simpler because it talks about how are we supposed to... to... to drive coordination and cooperative governance, it talks about your municipal managers having their own forum in a district. That municipal managers must sit, directors for different sections including directors and... and for local economic development in the district must also meet, they are expected to meet and... and... and in community services etc. so on this background how would you define the intergovernmental relations in the district in the context of local economic development implementation? Do you feel that there is a relationship

that exist between yourselves Emadlangeni and Danhauser and probably other stakeholders that are... that are there, how would you define eh intergovernmental relations in Amajuba district?

R: Can I have more clarity on that one?

I: Okay eh having indicated that the intergovernmental relations framework act eh its intension was to give more clarity on what cooperative... cooperative governance is saying kwi constitution in a sense that kwi cooperative governance section kwi constitution talks about that municipalities and government entities and government organisations must work together to avoid repetition and stuff like that but it does not provide clear guidelines on how are they supposed to work together so it is just a document that is just there on paper.

R: Mhm.

I: Now intergovernmental framework act came in and said 'Mayors in a particular district must meet eh quarterly' I think in what we call the mayors forum. They must meet quarterly to discuss issues of development in the district eh the intergovernmental relations framework act said municipal managers must meet to discuss administrative issues in... in... in the district and share ideas and discuss challenges. The very same act eh advises that even local economic directors or practitioners must meet eh to discuss issues that relate to economic development in the district. So would you... would you... would you... how would you then define it, would you say it's good and based on what its bad based on what or its average based on what? Because we are trying to check if you as a district municipality meeting with and discussing with Emadlangeni and... and Danhauser issues of local economic development at that level.

R: Thank you so much Thabo I think I was not understanding you however I think I also I was understanding you correctly. I will say my honest opinion on this one, with regard to this question eh I never heard that our directors are meeting with other local... other local municipalities and our mayors as well, we never had the feedback. I cannot say eh it doesn't take place, I cannot say it does take place because no one has never came back to us to give us the development of these programmes so with that one I can... I cannot say yes I know about it. I cannot say it has been exercised positive or its average because with our district we never heard of such thing and we never had the feedback of the progress with regards to...to these cooperation or interrelations framework act.

I: Okay no thank you very much for that, the next question also relate to the... to the above or to the later question that we have just asked. How often does the district municipality eh meet with its local municipality to discuss local economic development outside what you called.... Outside of the structure that you gave as AFLED because that structure meets quarterly but outside that how often does the district municipality meets with its local municipalities particularly Emadlangeni and... and... and... and

Danhauser local municipality to discuss specifically local economic development according to your knowledge?

R: Thank you so much Thabo, with those meetings the one person who sits in those meetings (*Telephone ringing in the background*) is our... our manager.

I: Okay.

R: I don't know have a fully understanding or a clear understanding of how often do they meet however he does inform us about those meetings.

I: Okay, okay no you can probably take the phone call.

R: No its fine.

I: Okay no thank you very much. eh the next question it's also within the same bracket of question... they are sisters (*Laughs while talking*) they are related. Eh does employees of the municipality tasked with local economic development implementation understand their intergovernmental relations mandate? Do employees of the municipalities tasked with local economic development implementation understand their intergovernmental relations mandate? What... what are we asking in simple terms is eh yourself as a local economic development practitioner and... and... and that includes your fellow colleagues here at Amajuba district and in these two other municipalities in manner in which you work and do things. Would you say that you... you... you are guided also or you are conscious of the fact that you... you must... you are expected to work together to have information sharing sessions with one another, to know what the other is doing eh like we would say intergovernmental relations in simple terms we would say the left hand must know what the right hand is doing. Would you say that you are...you are conscious of that... of... of...of... of the intergovernmental relations mandate in the manner in which you implement local economic development? For example eh when you go and... and... and... and... when you receive a request from Danhauser or Emadlangeni from a citizen there and saying that they want you to help them with X, Y and Z. When... if... when you respond or when you go there are you in contact with the local municipality or you would just say no we will deal with the person who... who made the application?

R: No thank you Thabo. Yes in papers we are aware of that intergovernmental relations mandate however we don't practise it.

I: Okay.

R: Because if I receive the application myself in the district and I don't communicate with the person in the local and ask them as the practitioner that have you ever received that application. (*Door opening in the background*)

I: Yes.

R: I'm sorry about that.

I: Okay.

R: What is happening in our district with our fellow colleagues everyone is working in silos. The department of agriculture because it is the one department that we should work closely with eh it is not happening. We find that we might receive the same application from the locals and from the department of agriculture and we find that we do have the same application even if the department of agriculture has funded that project they don't inform that you... you eh district municipality you don't have to bother about this project.

I: Mhm.

R: Well you can continue with something else so that is the problem we... we are aware of that but in reality we are not practising it and you find that we are servicing the one and the same project we are doing duplication of the same project.

I: Okay, okay no thank you very much for that clarity I think it's very clear. Eh the next questions, we are still within the same family of questions (*Laughs while talking*) they are related to one another. Eh do... do local economic eh development practitioners in the district meet and what is their approach in ensuring that cooperation is maintained? I remember in the... we... you indicated when we asked that eh does the district municipality meet with local municipality? And you said 'no while you are not sure or while you cannot give details but you are aware that your sectional manager eh at the head at the component of LED does have engagement with them so you cannot provide details. Now this I think it is directly with... with... with what your office is doing as well as with your other colleagues in the municipality and with other assisting municipalities. Do local economic development practitioners in the district meet and what is their approach in ensuring that cooperation is maintained? Are you... are you...are you meeting as local economic development practitioners?

R: At out level no I don't know in terms of the managers, the head of the department.

I: Okay, okay eh no it's a good thing that you mentioned the head of the department because you are also a manager in the section in the... in the... in the unit but at your level from... you are only... you think that it's only at the head of the section but at the implementation level from your managerial level down the implementation level you can simply say no?

R: Mhm firstly Thabo I would like to explain my managerial position. In this... in this eh term the manager it doesn't mean that you are managing people as such we are managing the projects.

I: Okay.

R: Because there are no people that are brought on us so the term manager is relating to managing the projects.

I: Projects?

R: Yes.

I: Okay no thank you for that, thank you. Eh we move to the next question, question number seven. What are key elements of local economic development strategy in your municipality and... and... and the local, does that local economic development strategy create room for intergovernmental cooperation for instance in simple terms, what stands out when you think or consider or when you think about the local economic development strategy in your district, what stands out? It can be one, it can be two, it can be four or what so ever. What... what is it that stands out for you, what are key elements... what are key elements of that local economic development strategy and... and does the strategy now create room for intergovernmental eh cooperation? Eh I like making this example that somebody goes and buy a four sitter car eh but to create room for more people having to travel in the same car they will go, the owner will go and out in a towing bar so that if more than four people are expected to travel they can probably eh hire the services of a caravan or whatsoever and tow it in so the tow bar creates room for more than four people to be transported in this four sitter car. Now that is the question that we are asking, does the... does your strategy your local economic development strategy creates room for intergovernmental cooperation, creates room for your other municipalities particularly your Danhauser and your Emadlangeni and your sister departments which are playing a key role in this, does it do that in a way?

R: Yes I can say it does however we are not much involved in the... in the implementation of the projects as I mentioned before that for us as a district is to facilitate or to monitor the project that have been implemented by the locals and again is to fit or to fill where there is a gap. Yes it creates the room for intergovernmental cooperation.

I: What are key elements, what stands out for you in your local economic development strategy, what excites you, what is one thing that when you look at and you say well this is key, this is what makes this eh local economic development? For instance what... what's... what are key eh... how would I define South Africa, what stands out when I define Africa per se. I would say 'Its Mountains, its rivers and so on and so on and its rare species that are found like your lion, your hyenas and so on' Now with your strategy what is it that when you talk about it and you will say 'well I think we stand out because of this'

R: Okay thank you Thank you Thabo, I am not so sure whether I am gonna answer that proudly however what can stand out in our strategy within our district is the land. A lot of people within the district do have land however they don't have dams.

I: Okay, okay.

R: So I can... there is nothing that I can say stands out all together because if I can say it stands out there is a 'but'... there is a 'but' about it.

I: Mhm okay.

R: So for now eh it is just a land however there is a 'but' on the land as well.

I: Well no thank you it's... I know it's a discussion for another day the fact that your local economic development will obviously need land issues you know land issues will pop up now and again and... and... and land issues like your water licences for dams and so on.

R: Mhm.

I: So thank you very much for highlighting that I think we note that as one of the key challenges as well.

R: Yes.

I: The issue of water shortage for people who are exposed to land. Eh we move to the next question which is, how do you choose beneficiaries of your local economic development initiatives?

R: Eh the... eh the criteria of choosing the beneficiary I will start from the beginning (*Turning pages*) we do have walk ins eh coops or the farmers that are coming to the office and ask to be assisted with something... something that is relevant with their needs.

I: Mhm.

R: And again there are those that are just sending application to be kept on the database called the IDP. If we receive the application we go and visit that project using our assessment form or our assessment criteria, if we see that the... if we see that application meets one of our criteria's and then we might go and assist them however there are those beneficiaries that are coming with their ideas, people who are not practically doing it or exercising it those who wanted to be started from scratch.

I: Okay.

R: So our criteria as... as a LED section you need to have something that the municipality can be able to assist or the municipality can be able to top on something that you are having. Those are the priorities... priorities of our criteria that we are using so if you don't have something at all you just have an idea you are the last in our criteria to be considered.

I: Okay, okay eh would... would you say, it's a follow up question. Would you say that eh anyone who walks in or who submits a formal request for funding or assistance has... has... has equal opportunities, would you say that anyone in the district can be able to get assistance as long as their project or business is viable?

R: Yes anyone can stand a chance; it also depends on the budget.

I: It's on the budget as well.

R: If it fails to accommodate at this financial year you are on our waiting list, you will be first considered in the next financial year as long as if your business is viable.

I: Okay eh the next question, what is the role of the district municipality and the local municipality in providing support to local economic development initiatives? What... what is the type of support offered if there is? What we are asking is here is that here is a person that has come in and you have assessed their request you have done everything and you have agreed to it and you have granted funding. Now is there any support that you provide continuously for that project for it to be sustainable and eh the district does not have land per say. People will either fund people who belong to Emadlangeni or who belong to Danhauser and... and... is the local municipality also providing support? Are you providing support or it just ends there when they come and grant them funding and stuff like that?

R: Eh on this question Thabo [*burbs*] excuse me. We do have mam Busi who is working with eh SMME's. Most of the applicants that we are receiving you will find that they don't have a background in terms of managing their projects, how to manage their finance and the support of eh managing their business. Mam Busi is working with eh department of SEDA whereby SEDA is assisting them with developing the business plan, giving them the training in terms of business management and in terms of financial managing everything that is relating of the... of the running of the business that is the kind of support that we are offering. And another thing eh they get exposed in terms of exhibitions, they go out and meet with other people, they also go to the workshop in terms of developing their businesses.

I: Okay so are you... are you... will you comfortably say that you do provide follow up support to the projects?

R: Yes we do.

I: Okay eh how does the municipality that's the next question, how does the municipality measure its performance in local economic development implementation? (*Someone knocking in the background*)

Other: Hhawu nga nokha nathula nje, nikuthathaphi lokho? Akukwazi phela mina ngiphethe imali la ngizongena nayo, ngisacela makoti usisayinele ngizobe sengiyiletha imali uma sekuqondile. (*Laughs*)

Hey why am I knocking and you are quiet, where do you get that from? That shouldn't be happening, I have money with me that I am bringing in, please sign here then I will later bring the money once all is done. (*Laughs*)

I: No we will... we will cut and edit that, you can respond.

R: (*Laughs*) uwumsangano wena.

(Laughs) you c are crazy.

Other: Cabanga kade *(Inaudible)*

Imagine it's been *(Inaudible)*

R: *(Laughs while talking)* ey wamulaya.

You got her hey.

Other: *(Laughs)* ola!

R: Kodwa unghlekiselani?

Why are you making me laugh?

Other: *(Laughs while talking)* uyabonake uyabona uma umuntu umushayile Zandile umubona ngalokhu ukuthi umuqondisile ke, uyazi mntana yami uyazi nawe.

(Laughs while talking) you see now, you see when you have hit a nerve on someone Zandile this is how you see that you have set the person right, you know... you know.

R: *(Keeps laughing)*

Other: Bengizobingelela.

Bengizobingelela.

I came to greet.

R: *(Laughs still)* okay.

[Door closes]

I: Well so... so... sorry about that eh we were on question ten which is; how does the municipality measure its performance in local economic development implementation? How does the municipality measure its performance in local economic development implementation, what is it that you say, what do you use to say you have done good or bad or below average. What is it that you use to measure your performance?

R: *(Clears throat)* thank you Thabo, our projects are measured in the number of the projects that have been implemented and again with the number of employment that has been created within those beneficiaries.

I: Okay eh at the moment how would you... how would you rate your performance as a municipality in local economic development initiatives would you say it's good, average or below average?

R: In the current situation?

I: Yes.

R: Let me say its average.

I: Thank you very much for that, the next question is; what are the challenges facing the district municipality and its local municipalities in implementing local economic development?

R: At the current state our municipality is facing the financial crisis; we cannot assist or be able to implement at project within the district however as a unit we came up with a strategy of funding... of accessing external funds. The problem that we came across with our businesses or our beneficiaries or our projects don't meet their criteria's of the external funders. There is a red tape in terms of accessing those funds because their criteria it's like... I am going to give you one example. They will need a financial statement to see that eh the project has been running for how long...

I: Mhm.

R: So most of our projects are the... are the beginners those who just starting from scratch so they don't have that capacity to access all those things and then we find out that we cannot be able to access that money because we don't meet the external funders criteria's.

I: Okay no thank you very much for that eh the next question is also related to that. What is the status then of... of local economic development in the district at the moment?

R: In terms of rating it?

I: Jar well as... as... as you may... the question may be interpreted... may be interpreted by yourself. If it comes to you and... and according to how you interpret it, it needs an answer that you will say you are rating it, you can rate it for us. It's all up to you; it's all up to what this question mean does to you as... as... as...as a local economic development practitioner. What is the status?

R: The status of the government at the current moment, the status... our status in the local economic development currently I can answer that in terms of rating it.

I: Okay.

R: I would say it is just below average because why I am saying this, we are not fulfilling our mandate, we are not implementing any projects to our beneficiaries. I can say we are failing our beneficiaries at the moment and our local people.

I: Okay what... what might be the reasons?

R: Because we cannot offer or we cannot assist with what they are asking from the... from the district or from the municipality.

I: Okay is it because of capacity or financial resources or?

R: It's because of financial resources.

I: Okay eh how are these challenges dealt with?

R: The financial challenges?

I: Yes.

R: As a unit we have decided that we can source external funding however it is still a problem because the criteria, the red tapes that I mentioned earlier. Right now as a unit we are trying to brainstorm the other way of how to access the external funders, we are in the process as we are speaking right now. The unit has been elected some members to run or to drive that programmes, we will be meeting next week again to... to have a feedback on those challenges and how to deal with them.

I: Okay no thank you very much for that and the last question will be, what are the contributory factors leading to the success or failure of the implementation of the local economic development by the district?

R: *(Clears throat)*

I: What would you say are the factors leading to success and... and failure, what factors contribute to what you would say 'no this is where we have been successful eh you know and this is what the causes are and this is... this is where we have failed and these are the causes of our failure'

R: I will say the main factor is that eh the district and the local municipalities are working in silos.

I: Okay.

R: Because come to think of it we are servicing one community however the municipality, the district doesn't know what the locals are doing. If we were gonna work together, sit together like you mentioned before to have a meeting, the LED practitioners have a meeting together we will know that the municipality... the... the... the Danhauser municipality has implemented so much projects and then those projects if they are being eh implemented by the locals as we are sisters, that would come as a success within the family, the district and again the department of agriculture are also implementing the projects within the district. Those projects we don't know of so if we were gonna work together the department of agriculture eh sister's local municipality and archive one goal within the district. The implementation was gonna run smooth because the mandate of the... of the district is to facilitate those projects that have been implemented by the locals however now it is not working like that, we have to implement our projects on our own. In the current situation we don't have funds to assist those municipality and then it came as failure to us as a district because we don't take any credits from them and the implementing of those projects however it supposed

to be the credit that should be taken by all of us, sister in the municipalities the district and the department of agriculture as well.

I: Okay no thank you very much for your responses and thank you very much for your time eh we will edit where we had discrepancies in... in... in... in... between our interview, thank you very much for your time.

R: Thank you Thabo you are welcome.

I: Okay.

Interview 2

R: Okay question 1.

I: Yes question 1 but let me start and do the voice over so that we do things properly eh thank you very much Mr. Mark Darham for an opportunity for us to conduct this interview. As indicated earlier that my name is Thabo Xaba eh doing a master's degree in the University of Kwa Zulu Natal on a topic the role of intergovernmental relations in local government a case of local economic development in Amajuba district municipality. The focus of the study is largely based on three local municipalities which are Amajuba district municipality, Danhauser local municipality and Emadlangeni local municipality. (*Sounds from cars driving pass*) eh we appreciate your time as indicated also we have given the background in our discussion earlier. We also appreciate the fact that you have given written consent for this interview to be recorded, thank you very much. Eh can I just request that you just give us your full name and surname and your job title.

R: Okay thank you Thabo, my name is Mark Darham the director of planning and development.

I: Thank you very much eh we move to the first question; eh does Amajuba district municipality have an intergovernmental forum where it meets with its local municipalities to discuss local economic development?

R: Jar there is actually two, two forums. One is the eh local economic development forum which sits at the district level and it meets quarterly.

I: Okay.

R: And the other is the IDR structure the planning and development structure which also meets at a quarterly basis.

I: Okay eh can I check who... who sits in the IGR structure maybe let's start with that one, who sits in the IGR structure?

R: The IGR structure is all the municipalities within the family.

I: Yes.

R: Eh of those municipalities it's the IDP managers and LED managers, the planers eh who else is there... COPTA and eh we have the various sector departments.

I: They sit quarterly?

R: They sit quarterly jar.

I: And in the LED forum?

R: The LED forum is also your district family including your forums...

I: Yes.

R: Your chambers of commerce eh all LED reps from COPTA, economic development, your rural development, department of agriculture, rural development and environmental affairs are also there eh your department of roads, your department of health so basically all the sector departments that... that has anything to do with infrastructure or services related to... to... to economic development, they all sit on the forum.

I: Okay as... as... as indicated that the intervals of these meetings is quarterly, are they consistent?

R: Jar.

I: Do they sit every quarter?

R: Jar.

I: Okay thank you very much eh we move to the next question which is; how would you define the role of the district municipality in the manner in which economic development is implemented? Explaining this with its relationship to local municipalities, from where you are seated how would you define the role of the district municipality in... in the implementation of the LED?

R: Right the role of the district is to create an environment which is conducive to implement local economic development, in creating that environment it creates plans taking into account of the priority things that need to be developed which can make the environment conducive to economic development.

I: Okay.

R: That's where your... your sector plans come into play eh the LED plans which in terms of which sectors that need to be developed. What infrastructure is needed in the district to support those developments. The infrastructure being roads, dams, rail, electricity... all that kind of infrastructure eh and then to facilitate the implementation

of that, it doesn't just involve the district it could be sector departments, it could be local municipalities it all depends with all the priorities that have been identified where they lie which sector they lie into and then it's up to the district to bring that about and those forums that we are talking about is actually where this information is disseminated and the plans are shared and developed involving all those sectors so basically it's to create an environment that is conducive for economic development using the sector plans as the tools to ensure that the environment is conducive.

I: Thank you very much. We move to the next question which is; local government has a constitutional mandate to lead the implementation of local economic development. How does this municipality ensure that this mandate is realised? The background to that is that one of the key objectives of... of... of the establishment of local government was that local government must lead the implementation of local economic development, that is I think it's number one the objectives of local government in the constitution so how... how... how... how does this municipality ensure that this mandate is realised?

R: That question actually runs with question two.

I: Jar.

R: But basically eh local government having that mandate it goes on to what I said in the previous question that it is mandated to ensure that plans are developed, coordination and facilitation between all sector departments and municipalities happens so that you can have implementation of economic development projects and that... that cuts across, we must understand that it's not just local government. It actually comes into a situation where it cuts across all sector departments.

I: Mhm.

R: We cannot as a district develop certain projects without having Eskom, roads, rail... all those sector departments have to come to the party because at the moment if you look at what's happening at the moment we are limited in the implementation of projects because there is no power.

I: Mhm.

R: The capacity concentrates on power so it affects everyone so it's up to us as local municipalities to bring that to the attention of sector departments whereby you are helping us we cannot do our mandate.

I: Mhm.

R: So our mandate is to bring that awareness as well to say look the environment is no longer conducive for local economic development and this is why, so that is our mandate from the grassroots up from the Ward committees up and that comes through all the way to us where we then disseminate that information through the forums that's why it's important to have a forum.

I: Yes.

R: And we bring that back into our sector plans as well.

I: Mhm no thank you very much for that, its... its... it's a good thing that you noted that this question in fact they related to one another.

R: Mhm.

I: You will see as we move through the questions some of them are more or less the same but they are responding to...to specific research questions of... of the study. Eh question four, cooperative governance is... is the key driver of accelerated delivery eh when you look at from section 130 to 139 those sections they deal directly with... with the fact that cooperative governance is the key driver of accelerated delivery eh per the constitution of South Africa act 108 of 1996. The later section of the constitution of cooperative governance has been advanced by the promulgation of the intergovernmental relations framework act number 13 of 2005. Having given this background, how would you define intergovernmental relations in Amajuba district in the context of eh local economic development implementation?

R: *(Coughs)* excuse me, okay. On... on... on this one I am going to refer to the IDP.

I: Okay.

R: Where the IDP which is also another forum where projects are integrated into... into a document that is now your... your implementation plan.

I: Mhjm.

R: Eh through that and the other forums the biggest challenge is non-attendance of hey officials at these forums especially where the two municipalities that you are doing the research on.

I: Mhm.

R: And that non-attendance hampers easy access to their planning and implementation.

I: Mhm.

R: Okay.

I: Mhm.

R: It also... it also hampers on the... on the special development framework which... which actually outlines where development is going to take place, where it shouldn't take place, where it should take place, what development projects and that's inclusive now of all the infrastructure which is your water and sanitation, housing eh roads everything your clinics everything that is there to support (Cell phone ringing in the background) that's there to support eh economic development. Now if we look at this

here, the best way to describe this is the information that we get from these municipalities from the framework and from the forums that are used to... to gather information. That is then taken and put into the IDP right...

I: Mhm.

R: And your IDP is actually your bible of all the families, it has all the information of who is doing what, where which is then supported by your development framework which has to be in place by law.

I: Mhm.

R: Now also these two municipalities are battling with capacity to develop o they are supported by COPTA.

I: Okay.

R: Now that type of support also comes from where we are sitting in meetings especially the planning forum and we see that there is a lack in these municipalities with regards to eh let's say staff capacity or knowledge.

I: Mhm.

R: That's when COPTA can step in because they can recognise that and then they will make a a resource to try and put these municipalities up to speed to ensure that their frameworks, development frameworks are in place and that their planning laws are aligned t those frameworks so to not have haphazard development.

I: Mhm.

R: It should be coordinated ad impact development that happens and this I think this question is referring to that. That development has to be coordinated and pit into a... a... a... a favourable fashion and not just a haphazard development with no... with no eh planning or any support from thereafter.

I: Mhm.

R: So as far as that is concerned it is a challenge with these two municipalities because they do not have a capacity.

I: Mhm.

R: So where does the district come in? from one, we do a shared services with the planning department to make sure that their plans from a... from a... from a planning environment is made and then COPTA supports from the LED section where we ensure that their plans, LED and projects for their projects are in place.

I: Okay.

R: That's as far as we can go when it comes to that so when it comes to cooperate governance (*Clears throat*) there is a challenge there still is a challenge eh the biggest challenge that we have is nonattendance in these meetings where all these things are discussed. The second challenge that goes with that is looking into why there is nonattendance and you will find that there is no capacity within that municipality, there is no staff member that can be allocated to that forum so it becomes a challenge and that's where as a family we have to overcome those challenges and our plan, our planning actually goes further into those municipalities that don't have capacity and we do a lot of planning for them in order for us to be able to know what is going on in those municipalities.

I: Mhm.

R: So I think that covers that one there.

I: No it... it... its covered explicitly thank you very much for that as... as... as... you mentioned earlier eh you talked about the IGR structure which... which you referred to as one of the structures that you use to... to... to meet and discuss local economic development. I am gonna ask this question in any case because more or less we will require information around that. How often now does the district municipality meet with local municipalities to discuss local economic development? You talked about your LED forum which now brings in your chamber... a number of role players. You chamber of business, your Eskom and so on and all sorts but now more specifically these... these two municipalities of which you also talked about shared service, LED shared service so we want to just check, how often does the municipality meet with these local municipalities now that you also mentioned that they don't have capacity but through your shared services, planning you try and make sure that you know what the right arm is doing and the left arm is doing as well.

R: Okay let's just define it quickly.

I: Mhm.

R: Eh your LED forum is... is a forum where need are shared amongst municipalities and your... your business community.

I: Mhm.

R: That's the main... the main thing.

I: Mhm.

R: Why you have sector departments there? So that they can also establish the needs of business and municipalities within the family okay that's the LED forum. So there those needs will then be taken out eh and you align your projects in that forum, okay so if you got needs department of roads for example will say okay we are going to address that specific road in the next three years.

I: Mhm.

R: So it's... it's a give and take where you have got needs coming in, requests coming in and you have got some answers going back to the communities.

I: Mhm.

R: On your IGR... on the IGR we are using that more as to establish capacity constraints, how to address a capacity constraints and also sharing what... what planning is needed to address the needs that are coming out from the... from the LED forum and that then goes into your IDP okay. So you can see now that if you refer to the previous question you can see now that why those municipalities should have the relevant capacity for what's to be done within that municipality from a legal compliance... from a legal compliance.

I: Mhm.

R: Because if you look at the municipalities these two municipalities both of them are not complying either in one section or the other section because if we have a planner, a registered planner it's a compliance of the municipality it's there in the act

I: Mhm.

R: So they don't have that, we are using our resources to assist them through an agreement with COPTA okay.

I: Okay.

R: So on... on five these meets take place quarterly as I have mentioned.

I: Yes.

R: And that's how they fit into each other so it comes from the LED forum it goes into the IGR, see what planning can be done from there it then goes into the IDP whatever challenges, whatever projects are to be done goes into the IDP so it's there okay.

I: Mhm.

R: And bear in mind as well that in these forums we don't throw away our sector plans remember we have our sector plans and each ... each sector department has their own sector plans which tells them what to develop where so these are all taken into account when... when we are talking about project or we are talking about planning projects or how far we are going with the infrastructure plans.

I: Mhm.

R: So that all come into play there.

I: Okay thank you very much eh thank you for that eh do the next question would be; do employees of the municipalities tasked with local economic development

implementation understand their intergovernmental relations mandate? Now we are outside the plenary sessions, we are outside eh the guidelines of... of the forums and everything but do these employees particularly understand their intergovernmental relations. Are they aware that when they go to Emadlangeni or Danhauser to assess or to respond to something if there is something that is there maybe the municipality or the local municipality is doing something eh which might be the same or more or less the same as what they thought of doing or what the plan of the municipality was about doing. Are they aware that they now need to come together and see how can they work together in ensuring that there is coordination in everything as you indicated earlier? From where you are sitting, do you think they are aware of those intergovernmental relations the role that they must play now on the field?

R: Jar from a district level eh certainly the officials they understand the intergovernmental relations eh but on... on a local level it's difficult if they do not have an employee that is dedicated to the type of development or a planner that is dedicated to do it.

I: Mhm.

R: That's where it becomes a challenge eh where things have to be reported to them through a different employee eh and sometimes it revolves in political intervention whereby we will have to use a political structure to actually convey a message that look this is... this is what is happening and this is what is expected of you to endure that this participation happens. So it is a challenge eh it's a challenge eh it's a difficult one Thabo.

I: Mhm.

R: Its challenge from where you don't have a capacitated municipality to actually perform.

I: Mhm.

R: So the district automatically influences that area with the development plans and actually implements projects on behalf of the municipality the local municipality which can cause a bit of conflict sometimes that's why I said normally it will resort to political intervention whereby that municipality is then politically notified that this is what is happening in your area and you have got to participate.

I: Mhm.

R: So those are the challenges that you can have there.

I: Okay.

R: Eh but from the district where the district sits and obviously from Newcastle's point of view they... they are capacitated as well as LED and their planning sections so they don't have problems with that, we have good relations with the eh and that's why we

have these forums as well so that there is progress on projects being implemented in the municipality, everyone reports on it so we all know exactly what's going on where or what planning to go on where.

I: Mhm no thanks for that eh 6.1 because I think more or less it relates to... to... to question number 6 and... and you have... you have given... you have shared some light more or less in some of the things that are taking place with these two other municipalities not being capacitated enough so it might not necessarily be a relevant question to say do practitioners now meet because the meetings that we talked about your IGR forum, your LED its... its more at management level they are also concerned that's why the first question talked about now the understanding of... of... of... of... of officials on the ground on their intergovernmental role but now here we are focusing now on them meeting at that level because there in your LED and IGR forums it's at management level where decisions are made and so on but now when it goes down in the field that is what.

R: Mhm.

I: I don't know whether you have a comment on that one?

R: Right on that one yes the officials do meet with each other.

I: Okay.

R: And eh that is... that is basically when they are doing implementation.

I: Mhm.

R: Eh they are doing coordination when they are doing facilitation they definitely meet in the field.

I: Mhm.

R: Eh I means that's not with... with municipal officials it's also with your other departments like agriculture, rural development eh that is at a lower level where your projects managers are now meeting with... with other officials. They are also attending sector department meetings where certain projects and things are discussed so that... that interaction is definitely taking place.

I: Okay.

R: Okay.

I: Okay.

R: And that's stepping down from what I have said earlier whereby eh we are talking more about the planning eh and facilitation and getting all the projects into line then we are talking further into that, that once the project is being done on the ground there is definitely interaction between all local stakeholders.

I: Yes

R: Jar.

I: No thank you very much.

R: No those municipalities the one question that comes to mind is that if we say for example Emadlangeni doesn't have capacity in LED what is the districts role? Well then its reported to that municipality that this project from the district is actually implementing this project there, the councillors are aware and when there are meetings in that municipality on the ground level where the community is involved then we ensure that there is either a councillor from that municipality or an official who is acting in the capacity to be there as well.

I: Mhm.

R: So that is the role of the practitioners where it comes to participating without capacity.

I: Mhm.

R: So that somebody knows what is going on and we know what is going on.

I: Yes thank you very much for that. Eh we move to question seven, what are key elements of local economic development strategy in this municipality and what stands out for you when you look at local development strategy, the key elements of it and does... does it create room for any governmental cooperation?

R: Okay on... on this one I am not going to give you the key elements.

I: Okay.

R: Because I can give them to you but you will find it in the strategy so they are in the LED strategy but the... the key driver at the moment is the agriculture, tourism and the manufacturing.

I: Okay.

R: Those are the three key drivers.

I: Okay.

R: And in those three key drivers there is a lot of subsectors underneath them which you can find in the strategy, the thrust that comes under those three key drivers.

I: Okay.

R: And funny enough intergovernmental relations is one of those that is identified in our strategy as... as... as being weak and needs to be strengthened.

I: Mhm.

R: And I think we will always gonna have that the intergovernmental challenge.

I: Mhm.

R: Its... its... it's a big problem I shouldn't say a problem I should say a challenge. It wouldn't be a problem because a problem can be solved.

I: Mhm.

R: But all departments are trying to pressure their own staff into making sure that these forums that we have set in place are actually being attended by those departments. And this has even come up in our... in our district growth and development plan, it is also recognised as a weakness these intergovernmental relations.

I: Mhm.

R: When we have a district growth and development plan which is linked all the way down from your national development plan to your PGDP down into your district which then should then be adopted which is adopted by your local municipalities. One of the big questions that are raised about that fact is that the district does not have power over sector departments to force them to do a development.

I: Mhm.

R: Now where in what organisation are you going to ensure that these sector departments implement what is administered to the growth and development plan because there is no power for the district to do that.

I: Mhm.

R: And now you see why intergovernmental cooperation comes out so strong because you have a diverse plan which at the end summaries what you should be doing in the district in order for growth to grow and in order for a conducive environment okay.

I: Mhm. (*Car hooting in the background*)

R: Now your municipal manager at the district level cannot go and say 'you department of roads or you Eskom why aren't you doing this'

I: Mhm.

R: He can only go back into the structures that are in the provincial level for that to go back to... to where it is supposed to be.

I: Mhm.

R: And that's why I brought this up in the development (*Inaudible 27:45*) is that we are wasting our time developing these growth and development plans.

I: Mhm.

R: ...If there is no commitment by sector departments because we know what we are supposed to do but we cannot forge ahead if there is no infrastructure to support what we as a district are mandated to do. So who is going to force the mandate on the sector departments? You see where this intergovernmental thing comes in?

I: Yes, yes.

R: Now if you don't have that enforcement it's another plan that will just lie on the shelf because we cannot implement anything there because what's there is... is major development projects it's not small development projects its major and if you don't have the infrastructure to support it then forget it.

I: Mhm.

R: That's why this has actually come up in our economic development plan and it's come up in the growth and development plan, the intergovernmental cooperation. We... we... we must understand that when we are talking intergovernmental cooperation and looking at it... looking at it from an economic development point of view we are not just looking at going to plant some meallies for some person there or doing this there or going to do that. You are looking at a whole growth structure which involves department of education adjusting to the needs of the country, your FET's adjusting to... to eh for instance the FET of ours here which is now called something else.

I: Mhm.

R: Majuba FET.

I: Yes.

R: Actually aligning to the skills training of the country, what is needed it impacts across all government spheres. We are not just talking about Eskom please go and put some power there, no.

I: Mhm.

R: We are not saying 'roads please go and do this' no. We are saying this is what we have, this is what we need to develop, these are the skills that are needed, this is the infrastructure that is needed, who is doing what where and if we don't have intergovernmental cooperation; you are doing haphazard development which is going to fail.

I: Mhm.

R: So it impacts right across all spheres but it starts at the local level because your priorities come out from there.

I: Mhm.

R: Your local planning, your inputs from the communities that all comes out all the way through to the district then you see how it fits in to your national planning, to provincial planning and then your district planning and then your implementation plan at the district level. So there is still a big challenge there.

I: Mhm.

R: Now it comes back where I will give you an answer for that one whereas before they start at the district municipalities in the original planning of the district municipality all sector departments should fall under the district municipality whereby health is there, road is there, your... your education is there it's all under the district and you do away with the municipal manager and you have a CEO because you will have sector managers.

I: Mhm.

R: So you don't have a municipal manager you have a CEO.

I: Mhm.

R: Which was the original planning, that way the budget are all given from all sectors to the district and the district has complete control on implementation and development for that specific district in lined with all the development plans and the national PDP of the programme.

I: Mhm.

R: Then you will have proper intergovernmental relations only then because we cannot at this stage as the district decide on what budgets roads needs or what budget Eskom needs but to make it work we should have all those sector departments under one house and the planning is done under one house then you will always achieve the development goals that you need to be achieved with the correct budgets.

I: Mhm no thank you very much for that I... I think it's also you know creating some revolution within ones thinking to say 'this is where we are eh the promulgation of the intergovernmental framework act was... was... was... was... was... the intention was to advance the cooperative governance section but you can see from what... from the... from the response that you have given me that there is a need to even advance further now the intergovernmental relations framework act because at the moment it's a good document that is there but at the moment it doesn't give anyone teeth to bit on anything...

R: No.

I: It's just there to say 'can you try this' but it's not created or designed to be that... that effective in a way.

R: Jar it's... its weak, its weak at the moment.

I: Mhm.

R: It needs... you can sit around the table and talk and they will say yes you can implement it and it doesn't happen.

I: Mhm.

R: And there is no recourse there is absolutely no recourse.

I: Mhm no thank you very much let us... let us move to the next question which is question eight. How do you choose beneficiaries of your local economic development initiatives?

R: Okay firstly let me start here coming out of the plans there are programmes aligned to the key sectors okay.

I: Mhm.

R: When a beneficiary or let's say when a community member puts in a request to the IDP that they want X, Y, Z now that request can come from Sukumasakhe it can come from ward committee it can come from an individual it can come from an organisation it can come from an association it is just to cover certain areas. That requests get submitted to the district or to the local or maybe even provincial.

I: Mhm.

R: Okay its open then you will see why when we do our advertising now in October, we actually advertise for projects for the IDP submissions which people can fill in.

I: Mhm.

R: Alright so it starts there, that's when Sukumasakhe will submit eh roads, all the sector departments will also submit.

I: Mhm.

R: By end of November we will have all those applications and we will close the door. That information all then goes into the IDP, coming out of that information those projects all splits up, all those request and they then go into the relevant departments for those municipalities.

I: Mhm.

R: At our level and at the district level those project that (*Clears throat*) that they have applied to be initiated comes through into the LED and poverty alleviation sector and that goes through to the portfolio committee.

I: Okay.

R: Portfolio committee will then prioritise projects that are in line with programmes that have been budgeted for then your budget gets developed, that's now in... in March and then you line again for the projects on that only then does that go out for community participation.

I: Okay.

R: That there is a budget for this programme and these are the projects that we have identified and prioritised under this programme.

I: Okay.

R: Okay so that's how it works.

I: Okay.

R: So your prioritisation that's your process so it free for all in the beginning and then it goes down into the IDP then it goes to your... your portfolio then it goes to the budget and obviously you have gone through all councillors together with the officials. The officials have to motivate why they want this project supported and remember there is a process of assessment that is done by the officials were the officials go out and assess that project and say 'no this project doesn't quality, it is not at the stage. This one does quality, this one if we give it assistance it will grow into an economic project' that's all done at the officials level and then all those recommendations are put through to the portfolio committee and then they will decide 'we have only got this much of money so we will do this project, this project and this project' and then fortunately if the budgets eh are cut at the district level it's up to those LED managers and the officials to communicate with other sector departments (*Telephone ringing in the background*) to see if they can... if they can fit in'

I: Mhm.

R: These projects into their plan and that's why all projects are put into the IDP whether they are going to get funded or not they are going to be put there as a wish list so that anyone who has funding it could be an NGO it could be someone outside looking for a project and the first place where they are going to go to is our website and look at the IDP and say 'well here is a project that I can... I can get money for that project'

I: Mhm.

R: And it's also up to the officials to market these projects out there so that we get the systems from the sector departments or to fit them into their programmes and that's how beneficiaries come about.

I: Okay thank you very much for that eh you have given a full... a full package response you indicated that it's free for all in the beginning.

R: Jar.

I: And everybody can apply and that even those that are not funded there is always room because its there, it's in the wish list.

R: Jar.

I: Anyone can come through and say 'look we are going to offer assistance'

R: Jar.

I: Eh we move to question number nines which is, what is the role of the district municipality eh and probably the local municipalities in... in providing support to local economic development initiatives? Now we are at the stage where we have approved certain projects to go through that no 'we are going to be funding this one' what is the support that moving forward other than saying 'okay this is what we have wanted, we give you that' and then leave it there. Is there any support that is then provided moving forward now that the project has been funded and stuff like that?

R: Okay let us just recap firstly we try and source funding for the project eh that can be through facilitation or capital funding from one of the municipalities

I: Mhm.

R: Secondly it's the... the implementation of the project thirdly comes the mentoring of the project and mentorship could be in many ways, it could be involving SEDA it could be involving our own project managers to mentor it could be involving someone like the extension officer that gets linked that.

I: Mhm.

R: Eh then your training and support comes in as well your skills training which is...which is assessed while the project is running and that... that form of support is facilitated by the district where you could have a workshop you bring in the relevant eh... eh... eh person that can provide that facilitation or that training to them (*Car hooting in the background*) so it could be an extension officer where you could call a lot of the guys together and they can give them the training on that.

I: Mhm.

R: It could be a business training organised by SEDA or... or... or economic development from provincial level eh also further facilitation is the marketing. It's ensuring that the markets are open for these people to participate.

I: Mhm.

R: So it's a total process of... of... of economic support that is available through various organisations if the district or the local municipalities doesn't have the capacity to do so and it could be series of workshops eh we must remember that we don't just target one little projects we actually assess a couple of projects so that we...we will have an audience of 30 or at least 20 then we initiate type of training.

I: Okay.

R: Which is training, we are not talking about now sending people to FET's or whatever we are talking adhock training where each department does have somebody that does have the expertise to conduct the district training for that, whether it is marketing, business management eh your compliance eh all those types of things your... your legal compliances and that's... SEDA does a lot of that.

I: Mhm no thank you very much for that eh question ten, how...how does the municipality measure its performance in local economic development implementation?

R: Okay that is performance managed through your service delivery and implementation plan.

I: Mhm.

R: And all the municipalities do it through the... whereby you will have your quarterly targets and your... your... your year-end targets.

I: Okay.

R: So they are measured using that so each official... each official involved in economic development has set KPA's on the... on the service delivery implementation plan and that is measure quarterly and its targets are... are laid out and that's how its measured.

I: Mhm how... how would you rate the performance eh of... of... of the municipality in local economic development eh would you say it's good, its average or its below average?

R: At the moment I would say that the performance in economic development is below average.

I: Okay thank you eh now that you have responded to that the next question speaks direct to that. What are the challenges facing the district municipality and its local municipalities in... in.. in implementing local economic development eh it's a good thing that earlier you highlighted issues eh the spaces that are there from the intergovernmental relations gaps that are there rather that are there with the intergovernmental relations framework that... that prevent the holistic approach towards... towards local economic development. What are the challenges, what are key challenges eh facing the district municipality and its local municipalities in implementing eh LED?

R: Yoh Thabo we can sit here the whole day.

I: No, no just... just mention a few those that are key.

R: But let's start from a sector department point of view and bring it down.

I: Yes.

R: The key challenges that are being reported by sector departments is... is... is eh actually implementation of infrastructure projects that are being held up at tender process where there is a lot of challenges at the tender process. Whereby a budget does not even get spent because there are challenges on... on wards of tenders and that infrastructure project then does not get implemented and funds are... are reversed back to treasury.

I: Mhm.

R: So if we take that as a key challenge now that alone will then impact all the way down so if certain things cannot be implemented by sector departments it affects the economic development of that area which then is very difficult for us to... to implement bigger projects because there is no infrastructure from there. Then we take it down and we look at our own situation at the district level whereby funding is no more available, capital funding is no longer available it's because of the pressure that is placed in the municipalities to... to... to implement your sanitation services and your water services so there is no revenue there is no increase in revenue that is allocated to district municipalities specifically to LED. That is the intergovernmental challenge which is still not being recognised although it sits with the district and the local but it is still not funded from the national treasury.

I: Mhm.

R: Okay so if we are saying that those are the... those are the main challenges when it comes to funding. Your... you're... your.... Your other challenges in economic development also come from capacity where there is not enough capacity from the local municipalities to actually go out there and sell that municipality as an investment, an investment destination eh so we use... we use other... other agencies like TR KZN so we use them to try and market the area for us and also from a tourism perspective they do the marketing for us as well. So these... these are the challenges because we don't actually have the resource to market, Newcastle is lucky they have the resource they go to China and they go to Taiwan and they bring people back and they have their factories running so they have got the resource and that's what the municipality can do when they have the resource.

I: Mhm.

R: But they do it in isolation and that's why we keep shouting at them in our... in our meetings that 'stop doing this, bring investment for the district not just Newcastle'

I: Mhm.

R: So these things are all handled through intergovernmental but the...the other challenges which just slipped my mind now eh but it will come back to me just now. Eh

but that's... that's from funding, marketing which is basically selling your area for investment to create jobs.

I: Mhm.

R: Eh there is another one, a third on but it will probably come back to me just now.

I: Okay while... while we are trying to recollect that one eh...

R: (*Talking simultaneously*) I think another one Thabo while we are at it eh the fourth one, the third one I will get to just not but the fourth one is also land.

I: Okay.

R: Availability of land not Danhauser had a problem with land...

I: Okay.

R: But they have since been assisted by rural development where they have... they were funded to buy extra land.

I: Okay.

R: So they have made now an area where they can attract the industry.

I: Mhm.

R: Because they have now got eh a zone, zoned industry so land is also a problem. Newcastle is also talking that they are running out of land for industrial purposes so land can be a challenge as well eh jar.

I: Okay eh we... the next question will be how are we... how are these challenges dealt with?

R: That's a difficult question.

I: Mhm.

R: Those challenges that we are facing can only be dealt with within those relevant departments' and within the municipalities. (*Cell phone ringing in the background*) the challenges are discussed at meetings, the challenges are discussed at meetings eh but that's where the intergovernmental relationship is very weak it often then has to go out into the political eh sphere where we have got to get political interference.

I: Mhm.

R: So it is a challenge, it is a challenge.

I: Okay eh the next question is; what is the status of local economic development in the district, what is the status generally, how... how...?

R: Mhm I wold say it's poor.

I: Mhm.

R: It's poor eh because of all the reasons I have stated before.

I: Mhm.

R: There's... there is not enough eh infrastructure capacity to support economic development.

I: Mhm.

R: Eh we don't have enough water, we don't have enough electricity, we have poor road infrastructure. Labour we are okay, we have got a good labour force eh the visa restrictions has had a huge impact on the... on the Chinese industry and Taiwan's industry which is a huge employer at the district. That has had a huge impact where they have some of them have just closed the factories and not come back to South Africa so I think that is being addressed at the high level but these are all problems that are... that are hampering us from... from actually creating economic development.

I: Mhm.

R: The mining sector is down, the price of coal is down everything is poor.

I: Mhm.

R: At the moment it's very poor.

I: Mhm.

R: It's not an environment conducive for economic development at all so its poor and I think that's the whole reason why the whole country is in a deep trial because of the exact same situation that we have.

I: Mhm eh we... we... we do not want to focus eh you know or to draw our focus on the... on the challenges the failure and so on but we are also concerned about the success. Eh with the success and or the failure that you have enjoyed as the municipality eh what are the contributory factors that have led to those you know what would you say 'where we have been successful this is what you know we can attribute this to' where you have failed I think you have provided more background on that.

R: Mhm.

I: Where you have... where you have been successful; what would you attribute that to?

R: Where we have had successful project or current projects that are running let's take the (*Inaudible 50:34*) for example.

I: Mhm.

R: Is... is commitment and support from other sectors as well whereby everyone has played a role and there has been a political will and a political drive as well and that leads to success of projects. It's very difficult implementing major projects when you do not have the total commitment and support from all the way from national, provincial, district, local community that's what makes projects work.

I: Mhm.

R: Okay it's the drives, when you have the drive and the commitment by all parties even the community because the communities can also mess up a programme.

I: Mhm.

R: So those are the... those are the good stories whereby we have seen agriculture grow, we have seen eh the vegetable sector production, we have seen produce gain even as far as fruit and veg some of it even going up to the markets.

I: Mhm.

R: So those are the success stories where people have committed, the projects have been initiated correctly and they are going they are running and the training has been on-going in those projects, those... those are the success stories and there has been a lot of the success stories when it comes to smaller projects.

I: Mhm.

R: But we cannot keep initiating smaller projects we need to grow them we need to grow them into bigger projects and that are where we need the infrastructure support.

I: Yes, yes.

R: Which then is not freely available...

I: Mhm.

R: Which becomes a challenge but on the smaller scale most of the projects are successful.

I: Yes.

R: I think from our 5 years or mechanisation that we have actually pushed for 5 years we actually have about 10 farmers that are now independent and they are doing their own thing just by providing them the initial machinery, correct machinery providing them with some inputs, getting agriculture in, getting the mentorships right, getting the training right and those farmers have grown into their own... own being.

I: Mhm.

R: So those are the success stories but we are at the stage now where we need bigger, bigger projects and to expand the projects and we don't have the resources.

I: No Mr. Mark Garahm thank you very much for your time and... and the knowledge that you have provided and we are certain that the information that you have provided will go a long way in addressing the objectives and the research questions of the study. Thank you

R: Thank you Thabo good luck in drafting yours.

Appendix 5: Coding of Participants

Ms. Busi Shabalala	:ADM1
Mr. Mark Durham	:ADM2
Mr. Mondli Mlangeni	:ADM3
Mr. Gaba Mchunu	:ADM4
Mr. Khethani Shange	:ADM5
Mr. Themba Zondi	: ADME1
Mr. Philani Ndlovu	: ADMD2
Mr. Sihlangu Ngobese	: ADM7
Mr. Snethemba Mtshali	: ADME2
Ms. Thando Nqashi	: ADMD1
Ms. Zandile Radebe	: ADM8

Appendix 6: Data Reduction for Qualitative Interviews

Research Question	Respondent	Response	Sub-Theme	Main Theme
<p>1. Does Amajuba District Municipality have an Intergovernmental Forum where its meets with its local municipalities to discuss Local Economic Development?</p> <p>2. How often does the district municipality meet with the local municipalities to discuss Local Economic Development? Give details.</p> <p>3. Do the employees of the municipalities tasked with Local Economic Development implementation understand their Intergovernmental Relations Mandate? Substantiate.</p> <p>3.1. Do Local Economic Development practitioners in the district meet, and what is their approach in ensuring that co-operation is maintained?</p> <p>4. Co-operative governance is the key driver of accelerated service delivery as per Section.....of the Constitution of the Republic of South Africa, Act 108 of 1996, the latter has been advanced by the promulgation of the Intergovernmental Relations Framework Act 13</p>	ADM1	Yes it does.	An IGR Forum exists	IGR structure called AFLED central in LED activities
	ADM2	Jar there is actually two, two forums. One is the eh local economic development forum which sits at the district level and it meets quarterly.	Two IGR Forum Exists	
	ADM3	Yes it does, it is called eh AFLED. AFLED is Amajuba forum for local economic development	An IGR Forum Exists	
	ADM4	Yes we do have a forum eh where all stakeholders that participate in local economic development that they sit, they sit once in a quarter	An IGR Forum Exists	
	ADM5	I think they are supposed to sit quarterly eh though I am not sure but I think it is quarterly	Not sure	
	ADM6	Eh to that one yes eh there is an intergovernmental forum of which we participate as the municipality	An IGR Forum exists	
	ADM7	Eh to that one yes eh there is an intergovernmental forum of which we participate as the municipality	An IGR Forum exists	
	ADM8	Yes actually there's two forums, there is eh Amajuba forum for local economic development and then you have your IGR planning forum which also focuses on local economic development	Two IGR Forum Exists	
	ADM9	yes there is a forum eh for IGR forum that deals with issues of local economic development.	An IGR Forum exists	
	ADM10	Amajuba does have a structure which is call AFLED forum Amajuba forum for local economic	An IGR Forum exists	

of 2005. On this background how would you define the Intergovernmental Relations in Amajuba District in the context of Local Economic Development implementation?	ADM11	development we do have a forum called AFLED whereby our stakeholders, municipalities and government stakeholders sit together and discuss the local economic development of the district	An IGR Forum exists	
5. How would you define the role of the District Municipality in the manner in which economic development is implemented, explaining this with its relationship to the local municipalities?	ADM1	Amajuba is the custodian of development so we take people from these local municipalities and we assist them	Custodian	Leading and Coordinating the implementation of projects and policy direction.
	ADM2	the role of the district is to create an environment which is conducive to implement local economic development	Creating a conducive environment	
	ADM8	Our role basically I would say it will be policy guidance	Policy implementation	
	ADM5	Amajuba has always played eh leading role I mean in supporting eh the project	Leading role	
	ADM6	The role of the district municipality is to facilitate eh the projects that have been implemented by the locals	Facilitation of projects	
	ADM7	ensuring that the coordination and support in terms of the other municipalities within the district	Coordination and support	
6. Local Government ha mandate to lead in the implementation of Local Economic Development, how does this municipality ensure that this mandate is realised?	ADM1	create links between the sector departments, the agencies for the government eh the banks and all the funding	A seemingly coordinated approach	Establishments of administrative relations with sector departments and funders
	ADM10	Developed LED strategies which have all the plans that we used to do and those, those LED strategies eh we also submit them to other funders.	A seemingly coordinated approach	
	ADM2	to ensure that plans are developed, coordination and facilitation between all sector departments and municipalities happens so that you can have implementation of economic development projects and that... that cuts across, we must	A seemingly coordinated approach	

		understand that it's not just local government. IDP is actually your bible of all the families, it has all the information of who is doing what		
7. What are the key elements of the Local Economic Development strategy in your municipality, does it create room for intergovernmental co-operation?	ADM7	Key driver at the moment is the agriculture, tourism and the manufacturing	Agriculture, Mining, Manufacturing	Growing Local economies through the Agricultural, Tourism, Manufacturing, and Mining Opportunities
	ADM2	Key driver at the moment is the agriculture, tourism and the manufacturing	Agriculture, Mining, Manufacturing	
8. How do you choose beneficiaries of your Local Economic Development initiatives?	ADM4	We get the applications and then we assess them together with my seniors then we see that which one needs to be funded, which ones are more viable in terms of their business plan	Application forms which are submitted for assessment	The composition of the IDP and the process leading its finalization
	ADM2	We actually advertise for projects for the IDP submissions which people can fill in.	Application for inclusion in IDP	
	ADM1	We give them a chance to complete the forms and then tell them that 'okay on such and such a day we are coming to assess you and if people know exactly what they want	Application forms which are submitted for assessment	
9. What is the role of the district municipality and the local municipality in providing support to Local Economic Development initiatives?	ADM1	We do follow ups, you do monitoring, you monitor them	Monitoring	Monitoring and Evaluation
	ADM4	we also coordinate together with the district, department of agriculture we coordinate technical support	Co-ordinate technical support	
	ADM9	Well of course the issue of training eh as well as mentorship it's what we intend doing as the municipality.	Training and Monitoring	
10. How does the municipality measure its performance in Local Economic Development implementation?	ADM1	We actually have SDBIP that's what you guys call it, It tells you exactly what is expected of you.	SDBIP a measuring tool	Service Delivery and Implementation Plan in the Implementation of LED
	ADM2	That is performance managed through your service delivery and	SDBIP a measuring tool	

		implementation plan		
11. What are the challenges facing the district municipality and its local municipalities in implementing Local Economic Development?	ADM1	Funding	Funding	Funding
12. What is the status of Local Economic Development in the district/ local municipality? Substantiate.	ADM10	It is below average.	Poor	Poor Performance in LED
	ADM3	Its local economic downfall.	Poor	
13. What are the contributory factors leading to the success/failure of the implementation of Local Economic Development by the district municipality and its local municipalities?	ADM2	implementation of infrastructure projects that are being held up at tender process	Tender processes	(i) Internal financial practices, (ii) Social Challenges
	ADM5	what has led to that success to the most success that we have had eh is the cohesion within the groups that we assist	Social behavior amongst members	
	ADM8	The family cooperative. Those ones prove to have a higher prove to have a higher success rate than any other ones that we have	Social behaviour amongst members	
14. How are the challenges dealt with at district/local level?	ADM4	we are in the process of eh we are in the process of requesting funding from our local eh private sectors	Build relations with the private sector	Public Private Partnerships

Appendix 7: AFLED Memorandum of Understanding



TERMS OF REFERENCE

AMAJUBA FORUM FOR LOCAL ECONOMIC DEVELOPMENT

1. Definitions and abbreviations

“Chairperson” Local Forum	means the chairperson of the Amajuba Economic Development
“ExCo” Amajuba	means Executive Committees of all the Municipalities within
“Forum”	means the Amajuba Local Economic Development Forum
“IDP”	means Integrated Development Plan in terms of the Municipal Systems Act
“LED”	means Local Economic Development and includes inward investment, trade, industry, tourism, agriculture and SMME’s
“Meeting”	means any formal meeting of the Amajuba LED Forum
“Municipalities”	means the Amajuba District Municipality, Newcastle Municipality, Dannhauser Municipality, and Utrecht Municipality.
“SMME’s”	means small, medium and macro enterprises

2. Establishment of the Amajuba LED Forum

- (1) The Amajuba LED Forum is established in terms of ExCo Resolutions from all the Category B Municipalities within Amajuba and the Amajuba District Municipality.
- (2) The Amajuba LED Forum will serve as an advisory Forum to all the ExCo's of the Municipalities within Amajuba on all LED matters.

3. Composition of the Amajuba LED Forum

- (1) The Amajuba LED Forum will comprise of the following:
 - (a) The Executive Port Folio Councillor for Planning and Development Services of the Amajuba District Municipality, who is the chairperson and convener of the meeting;
 - (b) Executive Portfolio Councillors from all four Municipalities within Amajuba responsible for LED;
 - (c) Chairpersons of the Standing Portfolio Committees responsible for LED all four Municipalities;
 - (d) Heads of Departments (HOD) from all four Municipalities within Amajuba responsible for LED;
 - (e) Officials within all four Municipalities within Amajuba responsible for LED on the discretion of the HOD's of the Municipalities;
 - (f) Officials from the Department of Economic Development and Tourism, Department of Trade and Industry & the Department of Labour;
 - (g) Representative of the local Amakosi;
 - (h) Tertiary Education Institutions;
 - (i) Elected Chairpersons of the AFLED subcommittees (Each AFLED subcommittee needs to elect the chairperson for the committee)
 - (j) One political representative from each of the political parties as nominated by the Amajuba District Municipality party caucuses.
- (2) The Chairperson of the Amajuba LED Forum may, after consultation with the Amajuba LED Forum, invite interested parties, Government Departments,

NGO's, Local Business Organisations and other stakeholders to attend the meetings of the Amajuba LED Forum.

- (3) The Forum may, in its discretion, allow members of the public to attend any meeting of the Forum.

4. Objectives and Responsibilities of the Amajuba LED Forum

- (1) The Objectives and Responsibilities of the Forum are to:

- (a) To coordinate the formulation & implementation of municipal LED policies and strategic plans within the Municipalities;
- (b) To encourage communication and alignment of LED projects among all LED role-players and Municipalities;
- (c) To identify LED projects within the Municipalities as part of the IDP process.
- (d) To evaluate LED applications, projects and business plans for recommendation to the respective ExCo's for consideration;
- (e) To monitor LED implementation;
- (f) To source funding for specific LED projects within Amajuba;
- (g) To provide guidelines on LED roles and responsibilities between the different LED stakeholders within Amajuba;
- (h) To coordinate the development and implementation of Strategic Development Plans.

5. Meetings of the Amajuba LED Forum

- (1) The Forum shall meet at least every second month, convened at a time and place designated by the chairperson, provided that the chairperson may call further meetings of the Forum whenever he considers there to be circumstances warranting this.
- (2) The meetings of the Forum shall be considered to be a quorum if at least fifty percent (50%) of the municipalities which are entitled to be members of the Forum are represented at the meeting.
- (3) The chairperson shall designate the Head of Department for Planning and Development Services of the Amajuba District Municipality and/or his delegate to act as secretariat for the operation and meetings of the Forum.
- (4) The agendas of the meeting of the Forum shall be drafted by the chairperson, provided that any municipality/member of the Forum shall be entitled to request

that a specific matter be placed on the agenda, so long as such a request is directed in writing to the chairperson at least two weeks before the scheduled date of the meeting of the Forum. The agenda for each meeting shall be considered, if necessary amended and confirmed by the majority present at the start of each meeting. Notice of the Forum meetings will be sent in writing to all members of the Forum at least 14 day before the meeting. The Agendas for the meetings will be distributed to members at least 7 days before the meeting.

- (5) Any matters related to publicizing the issues discussed or outcomes of the Committee meetings shall as a general rule be dealt with through the office of the Director for Planning and Development Services of the Amajuba District Municipality.
- (6) Costs related to the venue and refreshments for the meetings of the Forum will be for the account of the Amajuba District Municipality. All travel and subsistence of members attending the Forum meetings will be for the account of the different members as prescribed by the specific policies of the organisations they represent.

6. Decision Making authority and dispute resolution

- (1) The Forum will not seek to make binding decisions but will make recommendations to the different ExCo's for consideration.
- (2) At all times members of the Forum shall endeavour to reach decisions by consensus on matters tabled at the Forum meetings.
- (3) A decision of the majority of the municipalities/members present at a meeting of the Forum shall be a decision of the Forum, and in the event of an equality of votes the chairperson shall have a casting vote in addition to a deliberative vote.

7. Establishment of committees

- (1) The Forum may establish committees to which specific matters or economic sectors may be referred to for specific input and recommendations to the Forum.
- (2) When establishing a committee contemplated above, the Forum shall –
 - (a) determine the terms of reference of such committee;
 - (b) appoint a chairperson of such committee who shall be a member of the Forum until such time as the committee elects its own Chairperson to serve on AFLED;
 - (c) determine whether or not that committee may co-opt persons who are not members of the Forum, and if so, on what terms and conditions.

- (3) The Forum may at any time terminate the existence of any mandate given to a committee, irrespective of whether or not it has completed the task or tasks allocated to such sub-committee by the Forum.

8. Amendments to this Terms of Reference

- (1) Any amendments to these terms of reference must be made by decision of the majority of municipalities represented on the Forum.

Appendix 8: Ethical Clearance



06 August 2015

Mr Thabo Xaba (213572205)
School of Management, IT & Governance
Westville Campus

Dear Mr Xaba,

Protocol reference number: HSS/0939/015M

Project title: The role of Intergovernmental Relations in Local Government: A case of Local Economic Development in Amajuba District Municipality

Full Approval – Expedited Application

In response to your application received on 13 July 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have 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.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shanuka Singh (Chair)

/ms

Cc Supervisor: Dr FA Ruffin
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shanuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4500 Email: ethics@uqn.ac.za ethics@uqn.ac.za ethics@uqn.ac.za

Website: www.uqn.ac.za



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