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Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa

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Siyabonga A Dlamini

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Prof. Sybert Mutereko

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ACKNOWLEDGEMENT

DEDICATION

This dissertation is dedicated to my late mother

LISTS OF ACRONYMS AND ABBREVIATIONS

ANC	African National Congress
CBO's	Community Based Organisations
COGTA	Department of Cooperative Government and Traditional Authority
CTMM	City of Tshwane Metropolitan Municipality
DAD	Decide, Announce and Defend
DBFO	Design Build Finance and Operate
DFB	Design, Finance and Build
DTI	Department of Trade and Industry
EDS	Economic Development Strategies
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
FDG	Focused Groups Discussions
GEAR	Growth Employment and Redistribution
ICC	ILembe Chamber of Commerce
ID	ILembe District
IDM	ILembe District Municipality
IDP	Integrated Development Plan
IER	Interpretive Empirical Research
IGRP	Inclusive Growth and Reduction of Poverty
KZNCSR	KwaZulu-Natal Citizens Satisfaction Survey Report
KZNP	KwaZulu-Natal Province
KZNTB	KwaZulu-Natal Top Business
LED	Local Economic Development
LED	Local Economic Development
LG	Local Government
LM	Local Municipalities

LOG	Logic of Governance
M&E	Monitoring and Evaluation
MIP	Municipal Infrastructure Programme
MLP	Micro-Level-Projects
MM	Metropolitan Municipality
MSA	Municipal Systems Act
NGO's	Non-Government Organisation's
NPAM	New Public Administration and Management
NPG	New Public Governance
NPM	New Public Management
NPO	Non-Profit Organisation
PA	Public Administration
PFI	Private Finance Initiative
PM&E	Participation in Monitoring and Evaluation
PPP	Public Private Partnerships
PS	Private Sector
PSD	Public Service Delivery
RSA	Republic of South Africa
SA	South Africa
SC	Social Constructivism
SILED	Swiss ILembe Local Economic Development Programme
SLEDP	Swiss Local Economic Development Programme
SSA	Sub-Saharan African
SSEA	Swiss Secretariat of Economic Affairs
STATSA	Statistics South Africa
TFC	Twenty First Century
TLGFA	Traditional Leadership and Government Framework Act
UKZN	University of KwaZulu-Natal
USA	United States of America
WBG	World Bank Group
WPLG	White Paper on Local Government

ABSTRACT

Evidence established in the body of knowledge suggests that New Public Governance (NPG) is considered the most significant tool to effectively reform governance and to ensure effective stakeholder engagement by promoting and advocating for a developmental government. Academic work from various studies suggests that NPG stresses the dispersion of power where relevant stakeholders are permitted to participate and this participation in the matters of government is observed, and they are afforded the right to partake in resolving public challenges.

Recently, the public sector has encountered service-delivery protests and protests against resource constraints and widespread corruption. Recent research has placed more focus on government developing socio-economic challenges and improving the lives of the citizens in isolation rather than on the impact this has on stakeholders affected by the challenges. This research sought to: explore the degree of stakeholder engagement in Local Economic Development (LED) policy; ascertain the actors that influence and affect LED policy development and implementation; establish what factors are influencing collaborative governance; and examine the degree of Public Private Partnership in stakeholder engagement. Utilising the mixed method research design, the study gathered data from two government institutions, two private sector institutions and five community-based institutions that are involved in Swiss ILembe Local Economic Development Programme in KwaZulu-Natal. The study conducted four in-depth interviews of government managers and one in-depth interview with the manager in the private sector. The study also conducted five in-depth interviews with community leaders. Furthermore, the study held five focus group discussions and undertook fifty-four surveys with stakeholders from the five selected divisions. The study participants were purposefully selected as the researcher targeted the Swiss ILembe Local Economic Development Programme stakeholders.

The analyses showed that the programme stakeholders were not invited to participate in the programme's initial stages and, in their view, the stakeholder framework needs to be redesigned. In as much as there are communication links, they expressed the view that they feel as if only a few selected stakeholders are allowed to participate and be involved in the programme. Another reported challenge is that of the government's viewing partnership as being beneficial to the private sector only. The study outcome indicates that government must ensure that all stakeholders are invited to participate in government matters as this will permit all stakeholders to take ownership of the failure or success of government in a collective way. The key implication of this study is that it will help policy-makers and government to understand where and what causes community dissatisfaction; distrust and service delivery protests. Furthermore, these findings can assist local government to revisit how they develop and engage stakeholders in their Integrated Development Plans. Although the study had limitations in terms of the number of cases studied and their scope, it is hoped that it will provide valued practical and theoretical insight from which forthcoming studies on stakeholder engagement can draw.

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CHAPTER 1: INTRODUCTION OF THE STUDY

1.1. Introduction

In modern dynamic societies around the globe, challenges that are being experienced are often similar and revolve around the issues of social welfare, unemployment and economic development and these challenges propel capacities of dealing and managing the complexity in government policy choices (Wimmer, Scherer, Moss, & Bicking, 2012). Moreover, the robust effect of government-policy decisions on the interest of the societies and the requirement of the economies deem government to work closely with various stakeholders, specifically in the policy context when decisions affecting their lives are taken (Wimmer et al., 2012). In order to achieve this, scholars have argued that governments no longer have a choice to choose whether or not to engage stakeholders and the sole decision government needs to make is how to engage stakeholders effectively (Jeffery, 2009). Furthermore, stakeholder engagement is the notion on a premise that those who are affected by or effect the outcomes of the policy should be provided an opportunity to have input, comment on, contribute, participate and be involved in the making of the decision that directly or indirectly affects them (Jeffery, 2009). Stakeholder engagement allows for government and other stakeholders to engage on matters of interest and, where possible, collaborations and partnerships can be forged with a purpose of achieving a common goal; take collective decisions and benefit equally.

This study examines the degree of stakeholder engagement in the Swiss ILembe Local Economic Development Programme (SILEDP). The researcher adopted a mixed methodology design to examine the views of and perceptions of SILEDP stakeholders. The researcher in this chapter provides a general overview by introducing what this research study entails in its entirety. The initial section of this chapter provides the study background. Furthermore, the following sections detail the problem statement and the purpose and objective of the study are also outlined. The chapter gives comprehensive information concerning the research questions, objectives, the scope and delineation of the study. In addition, this chapter highlights the study significance and the structure of the whole thesis. The following section briefly discusses the background of the study.

1.2. Background of the study

In the post-apartheid era, the nature of the state changed and it became characterised as a developmental state (Padayachee, Naidu, Waspe, & Tom, 2015:1). Furthermore, to elaborate, Padayachee et al., (2015) argue that the process of change meant that the state needed to

establish a public service that is developmental in its character and formation and they mention that the state needed to empower itself to intervene strongly in the communities to transform and reform community-based institutions and structures in order to redress the effects of poverty and inequality that were and still are in existence. At the same time they mention that the state has to render goods and services that cultivate and empower the people and to allow them to contribute to the economy meaningfully (Padayachee et al., 2015:1).

In the past two decades, South Africa (SA) has experienced wide-spread service-delivery protests where communities take to the streets to protest and complain about poor services rendered in their localities. The aim is for their views and opinions to be heard and for their day-to-day challenges to be addressed (StatSA, 2015). Moreover, a study conducted by Meyer (2014) with the aim of establishing the poverty lines and the level of poverty by examining the impact of different poverty predictors in the Northern Free State region in SA, reveals that, in SA, the gender income-poverty gap has widened post-1994, while provision of electricity, sewerage and water services have a consequential effect on poverty reduction. Moreover, Meyer argues that access to quality crucial services largely influences and impacts on poverty reduction. In his opinion, basic essential services and infrastructure development influence inequality and poverty alleviation positively. Additionally, Meyer (2014) also highlights that employment contributes to poverty reduction in high and low income unemployment circumstances and he states that employment is the foundation upon which livelihood is built and that it upgrades poor people and prevents them from living below the poverty line.

Critics of the development and progress made by SA post-1994 have indicated different arguments in relation to citizen and stakeholder involvement/engagement in decision-making processes by government. Accordingly, Gouws (2017) argues that the liberal rights discussions in SA frames citizens' rights as claimed by individuals through their interaction or engagement with government and a lesser value is blamed on the community and shared/collective/joint needs of individual groupings. For instance, shared needs are only considered when they are taken to court. Recent studies have demonstrated the significance of Local Economic Development (LED) in any given economy. Wallis, Reddy, & Purshottama (2012) provide a brief assessment of LED in the African context and review the current developments in selected African countries. These authors identify key objectives of LED, which, in their view, advance the economic capacity of the territories and boost their economic futures, whilst promoting the quality of life. Furthermore, Reddy & Wallis describe

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LED as a process that involves locally-embedded businesses, the public, government and Non-Government Organisation's (NGO's) collectively collaborating to create a conducive environment for economic growth and job opportunities. Another essential point submitted by Reddy & Wallis in their study is that LED concerns stakeholders engaging with one another with the aim of boosting their local economy.

One of the most significant current discussions concerning the topic of LED in the South African context is the observed LED failure to address socio-economic challenges. Rogerson & Nel (2016) undertook a study with the aim of establishing specific LED strategies that are currently perused by different Local Municipalities (LM's) across the country. Their analysis reveals that LED is founded on the principles of Local Government (LG) that is developmental. According to Rogerson & Nel (2016), LED is given the mandate to improve the economic and community-based well-being of communities. They argue that, rightly or wrongly, LED has come to be regarded as a LG function and it is identified less as an approach or strategy founded on the principle of engagement and partnerships with stakeholders and is associated with selective interventions. They submit that it will be hard to argue that results on the ground have made an important difference in all spheres of LG. It is against this backdrop that this study sought to comprehend the extent of stakeholder engagement in LED initiatives, governance, policy formulation and development. This was achieved by examining the SILEDP which is designed to assist programmes and projects aimed at LED in the ILembe District Municipality (IDM).

1.3. Research Problem

LED should enable the local sphere of government, locally-based organisations, the Private Sector (PS), grass-root populations and non-governmental institutions to control the existing wealth and resources and to form partnerships with each other to produce employment opportunities and to initiate economic activities in their process (Pike, Marlow, McCarthy, O'Brien, & Tomaney, 2015). In this process, all stakeholders have, at least potentially, an equal opportunity to control local resources and to contribute to the growth of the economy. The role of LED stakeholders is critical because they enhance conditions for economic advancement, for income generation, and for the cultivation of the well-being of the locality (ILO, 2018).

The KwaZulu-Natal Citizens Satisfaction Survey Report (KZNCSR) (2018), indicates that since 2016, the ILembe District (ID) has shown rapidly increasing population-growth with

the share of 15.7 percent while one of the municipalities in the district; the Kwa-Maphumulo, recorded 68,1 percent on literacy and is amongst the municipalities that is ranked the lowest. The report also revealed that the district has the highest number of informal residents, rated at 12, 8 percent. According to the report, the ID is amongst the districts whose residents are dissatisfied with both the Provincial and LG overall performance and service delivery. Moreover, Statistics South Africa (StatSA, 2018) has revealed that the overall unemployment rate is 30, 6 percent, while the youth unemployment is recorded at 37, 2 percent. Despite the highlighted conditions experienced in the district, the KwaZulu-Natal Top Business (KZNTB) (2018) reports that the district relies heavily on commercial farming which is mostly privately- owned and is the main economic source of the district, producing mainly sugar cane, timber, fruits and vegetables. According to this report, the district is facing a number of economic challenges such as a high number of individuals' unemployed, a high number of people living below the poverty line and a lack of infrastructure development. However, LED in the ID is characterised by a poor policy framework therefore preventing stakeholders other than government from participating and contributing meaningfully to the LED initiatives instituted by the government (Leigh & Blakely, 2016).

Moreover, poor planning and co-ordination from LG is identified as the root cause of LED failure (Meyer & Venter, 2013). Other stakeholders are not invited to participate and are not involved as partners in LED matters, due to the failure of LG to understand LED and are financially constrained (Gómez, Knorringa, & Gómez, 2016). Consequently, LED stakeholders lack participation in LED initiatives. If no partnerships or collaboration are formed, LG loses out on opportunities to leverage on stakeholders' financial benefits, skills and investment (Ndou, Gumata, & Ncube, 2018).This leads to LG failing to bolster economic growth, failing to address socio-economic challenge, and failing to render basic services to the grass-roots population. Consequently, they fail to promote the well-being of the locality. Recently, researchers have shown an increased interest in the LED stakeholder hybrid-approach that is inclusive and which advocates for partnerships amongst stakeholders. For instance, Reed et al., (2018) and Gupta, Vegelin & Courtney (2016) explore the significance of stakeholder -involvement in LED matters. For example, Gupta et al,. (2016) suggest that there are substantial grounds to believe that inclusiveness benefits all LED partners particularly the marginalised. They recommend that there should be a change in approach shifting towards an inclusive growth paradigm. Similarly, Warner & Sullivan (2017) examine the objectives and outcomes to be achieved by forming partnerships with LED stakeholders.

The findings also point to inclusive participation and inclusive benefiting. However, much of the research on LED stakeholder roles in LED has been descriptive and focuses on LG as a LED champion, and fails rigorously to identify the practical roles to be played by other stakeholders or partners. Consequently, the LED stakeholders' role in LED has not been examined closely and little is known concerning the practical role that could be played by different stakeholders in LED and how stakeholder engagement could be cultivated and enhanced.

1.4. Research questions

For the purpose of this study, and in order to comprehend the extent of stakeholder engagement in LED initiatives, governance, policy formulation and policy development, the study was guided by the following questions:

- o What is the degree of stakeholder engagement in the SILEDP?

- o Who are the actors that influence or affect policy formulation/development and implementation in LED prompted by the SILEDP?

- o How can collaborative governance be improved in LED prompted by the SILEDP?

- o How does Public-Private Partnership impact on the degree of stakeholder engagement prompted by SILEDP?

1.5. The aim and research objectives

The aim of this studuy was to determine the degree of stakeholder engagement in SILEDP. To achieve this, the research study was guided by the following objectives:

- o To explore the degree of stakeholder engagement in the SILEDP.

- o To ascertain the actors that influence or affect policy formulation/development and implementation in LED prompted by the SILEDP.

- o To discover the influence of collaborative governance in improving LED prompted by the SILEDP.

- o To examine the degree and impact of Public-Private Partnership in stakeholder engagement prompted by SILEDP.

1.6. Significance of the study

Stakeholder engagement in LED has been ignored, particularly in the South African context. This study's findings and recommendations should assist academic and professional enquiry as it is evident that there has been and still is stakeholder dissatisfaction when it comes to service delivery, which is exacerbated by the closing of local firms and rising margins of poverty, unemployment and inequalities. This study sought to ensure that all stakeholders are involved in decision-making processes which will ensure that all have an opinion on LED, policy formulation, implementation and governance; and ensures that stakeholders' views are considered when decisions are taken. Moreover, it accommodates those who do not wish to participate in LED policy formulation, implementation and governance. For different reasons (known only to them) this research study provides possible insight and empowers those who do not wish to participate in such matters, in order for them to be aware in what ways these matters have a direct impact on their lives.

1.7. Justification of the study

This particular study needs to be conducted because stakeholder engagement is critical, particularly in developing economies like SA. Stakeholder engagement ensures that all stakeholders are involved and participate, and this has not been practically considered in SA. If the lack of stakeholder engagement persists, the levels of stakeholder dissatisfaction will further rise and lead to country-wide service protests, continued poverty, unemployment and inequality and, most importantly, the local economies will not be developed as was hoped.

1.8. Scope and delimitation of study

Global governments, particularly those in developing countries, currently see the necessity of enabling stakeholder engagement and involving the citizens in matters of decision-making as proposed by NPG approach. Without a doubt there are various factors that are considered critical to implement stakeholder engagement successfully. However, this current study placed emphasis on the host of stakeholders involved in the programme of policy development, implementation and governance. The study largely recognised those various factors that ensure stakeholder engagement, community involvement and participation in the SILEDP. The study's scope is limited to SA, KwaZulu-Natal Province (KZNP) and was conducted in IDM, KZNP in SA. The selection of the IDM in this study was occasioned by its ability to attract continuously and design programmes that require different stakeholders' involvement in order to succeed. The focus was on the stakeholders, particularly on those communities that are involved and participated in the programme. The researcher carried out

the study in five divisions or a stakeholder involved in the programme and was largely restricted to the five identified divisions, based on financial and time constraints, and issues of accessibility. It was conducted during the intense community protest that took place in the district and could make reference to the mistrust caused by political insinuations, widespread corruption and community dissatisfaction. Because of this, community leaders and members were pleased to comment and grant interviews on the theme of this research study. Noting that some, if not most, community leaders and members may have felt comfortable in their original language, the researcher did not have challenges interpreting the accurate and exact expressions.

1.9. Dissertation Layout

The researcher presents the study in six chapters. Chapter One essentially forms the study background where objectives and research problems were outlined. The views found in the body of knowledge with regards to this study are introduced in Chapter Two. This chapter analyses stakeholder engagement in the LED policy implementation. In this chapter, the researcher gave a brief overview by presenting the introduction of the research study. The main focus of this chapter is to investigate the existing literature regarding stakeholder engagement in LED policy and implementation; and to provide a broad overview of the concepts and phenomenon that emerges from stakeholder engagement. Initially the researcher gave a broad review on LED policy implementation and stakeholder engagement. The chapter also discusses LED policy implementation and stakeholder engagement and continues with discussions on models of policy-implementation and stakeholder engagement and roles of stakeholders in policy-implementation. The chapter provides a brief discussion on the relationship between stakeholder engagement and LED policy implementation. Lastly, the chapter provides a discussion on theoretical frameworks that underpin this study that were attentively analysed and reviewed. The researcher rendered an overview of stakeholder engagement in SA in Chapter Three. The overall goal and objective of this study is to determine the degree of stakeholder engagement in SILEDP. This chapter starts by providing an outline on the background and development of LED policy implementation in the Republic of South Africa (RSA). Furthermore, this chapter discusses and provides an overview of LED policy implementation and stakeholder engagement in the RSA. The remaining part of the chapter discusses the state of stakeholder engagement in LED policy in the RSA, while linking and providing the relationship between stakeholder engagement in LED policy implementation and collaborative governance in the RSA. Lastly, the chapter

discusses the forms of stakeholder engagement in SA. Chapter Four of this study basically contains the details regarding the methodology applied in this study and numerous methods by which data were collected and analysed. In Chapter Five, the researcher analysed and discussed the findings. The last Chapter, which is Chapter Six, provided a brief summary of this research study and presented findings. It further provides a conclusion in relation to the research questions and objectives. Lastly, this chapter provided recommendations and declared the study limitations.

1.10 Chapter summary

The purpose of this chapter was to introduce this study by comprehensively detailing the background of this research study. Secondly, the chapter provided and outlined the problem statement under study, followed by the study research questions and objective. Subsequently, this chapter provided the aim and the objective of the study where the researcher outlined the aim of the study supported by the research objectives. Furthermore, the chapter rendered the significance of this study to be undertaken and justification was also provided as to why is it important for the study to be undertaken. Lastly, the scope and delimitation was provided followed by the layout of the entire study providing details of each chapter to follow.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This chapter analyses stakeholder engagement in the LED policy implementation. In this chapter, the researcher gave a brief overview by giving the introduction of the research study. The main focus of this chapter is to investigate the existing literature regarding stakeholder engagement in LED policy and implementation and provide a broad overview of the concepts and phenomenon that emerges from stakeholder engagement. The researcher first gave a broad review on LED policy implementation and stakeholder engagement. The chapter also discusses LED policy implementation and stakeholder engagement. It then discusses models of policy implementation, stakeholder engagement **and** roles of stakeholders in policy implementation. The chapter provides a brief discussion on the relationship between stakeholder engagement and LED policy implementation. Lastly, the chapter provides a discussion on theoretical frameworks that underpin this study.

2.2. LED policy and Stakeholder Engagement

LED policy has in previous years gained popularity and widespread acceptance in the localities-based approach, particular in the advancing economies. Similarly, researchers have over the years investigated the effects and impact of LED policy on the grass-root level economies. For instance, Kahika & Karyeija (2017) point out that LED policy was initially implemented in various Sub-Saharan African (SSA) states as an approach which is bottom-up. Furthermore, Kahika & Karyeija (2017) argue that this was presumed to ignite economic development and growth through leveraging available resources and integrating local actors or stakeholders. They argue further that LED became the most influential and attractive policy that was popularised and promoted in a variety of countries in East, West and Southern Africa. In the same way, Kamara (2017:99) submits that LED policy often refers to actions that originated at a grass-roots level, usually through collaboration between stakeholders or actors to confront socio-economic challenges and also respond to presented economic opportunities. Likewise, and more importantly, Koma (2013:133) investigates the implementation of LED policy in the advancing economies. The author finds that the involvement of government; non-government members, civil society, labour organisations; business and the community, is fundamental to the advancement of long-term LED policy strategies and plans.

However, recently, there has been a growing concern regarding the failures of LED policy, particularly in developing countries. Much of the body of knowledge places emphasis on LM. A study by Koma (2014) investigates the implementation of LED policy and the challenges experienced that are hindering the success of LED policy objectives in Emakhazeni LM, Mpumalanga Province in SA. The author submits that, whilst municipalities have a crucial role to play in promoting and co-ordinating LED policy, they have failed. Instead, their focus is more on delivering services and providing and developing infrastructure. The author's view is that municipalities should now start considering promoting LED policy which will stimulate job-creation as this method has proven that other stakeholders become keen to participate and share resources if government is willing to participate. Complementary to this, an empirical study by Mago, Hofisi, & Mbeba (2013) found that the failure of LED policy is the result of lack of experience of LG in relation to promoting LED. The authors argue that exclusion of non-government stakeholders in LED policy is another factor causing such failures as no collaborations or partnerships are formed. Moreover, Mago et al., (2013)found that the marginalisation of the Private Sector (PS) in development, serving individual gains and politicisation of LED policy development efforts are other factors hindering LED policy success. The scholarly evidence presented here suggests that, in principle, LED policy was meant to develop local economies, create employment opportunities, and enhance developmental state principles and, most importantly, to achieve, collaborative action which is, therefore, crucial. The researcher has demonstrated the significance of stakeholder engagement in LED policy and the negative effect that will be produced if this is not adhered to. The arrangement, provided here, is useful in comprehending the critical role that stakeholder engagement plays. The following section discusses the state of LED policy implementation and stakeholder engagement.

2.3 LED Policy implementation and Stakeholder Engagement

One of the greatest challenges of LED policy is the implementation phase. Evidence suggests that the implementation phase is the most important factor in the LED policy cycle. In general terms, without being specific to any field of study, policy implementation, as undertaken by Wilson & Epelle (2018), when examining the institutions and actors involved in the state's policy process, submits that, besides the adopted policy being executed, it remains as government statement of intention, pronouncement or prescription. Therefore, in the authors' view, policy implementation is the process of transferring policy directives into action; goals and objectives into reality, and prescriptions into anticipated results. They

further simplified their thinking by indicating that policy implementation is the connection between a developed policy and tangible or concrete results and suggest that there should be a conversion of a developed policy into tangible reality and then into applying it. They argue that the policy implementation phase is the most challenging stage in the policy process which is created by the involvement of actors who may be the enforcers of the legislation, policy or programme and those that are directly or indirectly affected by the policy in a positive or negative manner.

As such, LED policy-implementation is generating a considerable interest in terms of developing the local economy by stakeholders acting in a collective and collaborative manner. A recent study by Larnyoh (2019) gives an overview assessment of the National Policy on LED implementation in Ghana. The authors argue that in general, policies are instruments employed to achieve societal goals and to distribute resources. In the authors' view, the wider objective of any given LED policy is to expedite economic growth, generate income and create employment in order to enhance the community livelihoods and somehow reduce poverty. However, the authors maintain that LED policies, alone cannot yield the desired outcomes unless it is correctly implemented. Furthermore, the author found that in Ghana, various proper LED policies were formulated, but never implemented. Lastly, the authors argue that this implementation could only be realised when the objectives are converted into action at a national level of government by actively involving the local stakeholders and by cultivating the role of LG in co-ordinating, preparing and implementing LED policy. This is corroborated by Hupe & Hill (2016) who were able to put these issues under discussion into vivid relief when they asserted that policy implementation includes the institutional methods, structures, commitments of financial resources, appointment of personnel and external agencies, (where the need arises), the community-based economic and political climate, the groups targeted by the policy etc. They found that the mentioned variables, in most cases, are not constantly available in reasonable quantities or at the appropriate times, nor are they inclusively easily-manipulated to be aligned with the objectives of the policy. As a result, in most cases, the policy implementation phase collapses. Policy implementation and process-stress eventually determine the scale between action and policy but the implementation-policy formulation continues while there is an interaction between the different phases, as well as between the functions played by different actors or networks. This is consistent with the work of Lecy, Mergel, & Schmitz (2014), who argue that policy implementation can be achieved successfully through networks which

function as a co-ordinated mechanism for delivering public services that are dissimilar from the categorised organisations, such as a sole state agency, or an enterprise. They elaborate by stating that these networks usually comprise of service delivery. Moreover, Lecy et al., (2014) indicate that scholars have focused primarily on the efficacy and efficiency of policies that are implemented or executed through networks, and the manner that this is implemented affects the outcome.

Notwithstanding the highlighted difficulties and failures of LED policy implementation, recent scholarly work has revealed some success in this regard, more particularly in the developing countries. Several researchers have responded positively when investigating LED policy implementation in the contemporary era. For instance, Del Carmen Pardo, Laguna, & Cejudo (2019) examine LED policy-implementation advancements in developing countries, as is the case in Mexico. The authors argue that in the modern era, LED policy implementation is undertaken in a governance setting, where government is been observed to be transforming to governance. In their view, this entails that a broader range of stakeholders or actors have been seen to be participating in the policy-implementation. They also maintain that the recorded successes of LED policy-implementation are the result of permitting such process to occur, where the process of implementing the policy is no longer regarded as a task that can only be executed in a bottom-up or top- down fashion. Lastly, these authors suggests that, in order to enhance policy-implementation, developing countries like Mexico have gone a step further and taken into consideration how LED policies can be developed effectively by involving and connecting different stakeholders horizontally and vertically in a collaboration and engagement process. Likewise, another essential point is made by Ansell, Sørensen & Torfing (2017) in their recent study, where they present new perspectives on policy execution problems. They suggest that collaborative policy development and policy implementation that is adaptive will assist policy formulators to enhance policy-implementation. They claim that the New Public Management (NPM) aim is to resolve policy-implementation challenges. However, in their view; the NPM invokes the main-logic that strengthens the separation among policy development and policy-implementation. Moreover, their main argument is that the shortcomings encountered when resolving the issues inherent in policy development and implementation, result in restrictions of NPM.

The evidence provided here seems to be realistic, well-founded and acceptable to this study. It has been suggested, that, in the ideal world, the success of LED policy-implementation relies on government being able to transform to governance where wide-ranging actors or

stakeholders are involved and engaged. This is necessary and significant in this current study as it provides some challenges that are encountered when implementing LED policies and these challenges provide an insight into the hindrances encountered when the process of implementing a policy is multi-faceted and this also detracts from some of the positives of collective decision-making procedures. Furthermore, this study details the importance of collaborative action and working as a network when implementing public policy which, amongst others, provides the researcher with an idea of the role played by different actors when implementing LED policies.

2.4. Models of policy implementation and Stakeholder engagement

Conventional conceptualisation of government has experienced criticism over several decades. The idea that the national sphere of government is the core actor or stakeholder in creating public policy and is alone capable of influencing the economy and social order through its actions is now doubted. Public policy researchers have highlighted various phenomena usually ignored without a policy attention to the significance of policy networks, communities, sub-systems comprising actors from a number of private and public institutions and multilevels of governance. In the same way, a previous study by Wegrich (2006) gives a brief summary of the theoretical knowledge drawn from the riches of the body of knowledge that has been developed after more than three decades of policy-implementation studies. Moreover, they address the understanding gained from the research of implementation-process in the European Union context. They present and discuss three approaches of policy-implementation models or approaches which are: top-down, bottom-up and hybrid.

2.4.1 Top-down approach

Different studies have been critical of LED policy-implementation. There has also been evidence of this from the body of knowledge that has attempted to examine the classical policy implementation theories. For instance, Wegrich (2006) argues that the top-down approach was initiated from the presumption that the policy implementation initiates with decisions taken by national government. He argues that there is a direct underlying link/connection between policies and tangible outcomes, which have a tendency to disregard the influence of implementers when rendering policy. Moreover, he indicates that the top-downers fundamentally followed an inflexible approach that construed the policy as input while implementation is an output dynamic. They further describe this approach as an exclusively governing phenomenon. Furthermore, they argue that implementing institutions

should have adequate resources, which require a system of responsibilities and control of the hierarchical supervising of the actions taken by implementers. They submit that the significant number of institutions involved in the delivery of the policy and its effective implementation becomes relatively difficult if a programme or project has to go through a number of approvals. They assumed a vivid separation division of policy formulation. Moreover, they presented six criteria regarding effective implementation such as the objective of the policy must be consistent and clear, programmes and projects must be founded on an effective casual theory, the process of implementation must be adequately structured, officials who are implementers must be committed to the goals of the programme, sovereign and interest groups must be supportive, harmful or damaging changes in the community-based economic framework conditions must be eliminated. Lastly, Wegrich (2006) acknowledges that the seamless management control over the processes of implementation is difficult to attain in practice and the conditions that are not favourable could result in implementation failure. Furthermore, he argues that policy-makers/developers could realise effective implementation through sufficient programme-design and smart structuration of the process of implementation. This is supported by Ansell et al., (2017), who argue that policy is developed by political decision-makers and communicated to the lower sphere of public officials who are assumed to be responsible for the implementation of the policy. He mentions that policy- makers are interlinked to the locally-concentrated agencies through overly long implementation chains with a number of veto points. The author maintains that each of these veto points, political conflicts, imprecise goals and objectives, the complexity of collective action, inadequate skills and resources and lack of commitment can create deviations that significantly reduce the chance of implementing policies successfully and also increases the possibilities of failure.

Justifying the use of top-down approach

This study draws on the work of Csurgó & Kovách (2015), Eckerberg, Bjärstig, & Zachrisson (2015) and Ansell et al., (2017) to support the argument that stakeholder-engagement is important when implementing policies that have the potential to affect various groupings. Lack of stakeholder-engagement in LED policies implementation could have a negative impact in achieving the intended goals and objectives. Stakeholder engagement enhances democracy and encourages the spirit of collectiveness in matters of decision-making. The top-down approach emphasises exclusivity where the top structures of government are the policy-makers and lower-level structures are the implementers of policies and the processes

do not interlink and this situation contradicts the argument of this study. The top-down approach is useful to the analysis of this study as it will, on the one hand, enable one to think critically through the links between implementing LED policies in isolation and its impact and, on the other hand, it allows one to consider carefully the impact of implementing LED policies in a collaborative manner that allows all stakeholders to be involved and to participate. To this end, the conceptualisation of LED has been found in the top-down approach, where the responsibility to formulate policies is entrusted to top structures of government, while the implementation is undertaken at a separate layer, which is the down, or bottom level, of government, while ignoring the important and critical input of other stakeholders. It is also seen here that the use of the top-down approach, which is exclusive, explains how government has been dealing with matters of policy formulation and implementation over the years.

2.4.2 The Bottom-up approach

The concepts of policy implementation and stakeholder engagement are central to the field of Public Administration (PA). As illustrated in the top-down policy implementation approach, where policy-makers are politicians and policy implementers are government officials, this has over the year's sparked debates on this approach's ability to implement policies. A need for a new approach that seeks to address observed challenges and gaps emerging from the approach was needed. Researchers have attempted to investigate the bottom-up approach when compared to the top-down approach. For example, Wegrich (2006) attempted to examine and compare both these approaches. He revealed that towards the end of the 1970s and early stages of the 1980s, bottom-up theories emerged as a significant reaction to the top-down approach. The author indicated that different studies revealed that outcomes from politics did not often relate adequately to the initial policy objectives and that the anticipated causal connection was, therefore, questionable. In his view, theorists preferred studying current happenings at the beneficiary level and examining actual causes influencing action at a grassroots level. He further submits that research belonging to these particular strands of studying normally began from the bottom where identification of the networks of stakeholders is integrated in the tangible policy delivery. He rejects the notion that policies are described at the center phase and that implementers are required to stick to the stipulated objectives as carefully as possible. He mentions that the convenience of discretion at the phase of policy delivery emerged as a positive factor as community-embedded bureaucrats were observed to be closer to actual problems when compared to centralised policymakers.

Furthermore, he argues that the authority held by grass-roots bureaucrats expands beyond the control of the society's behaviour as these bureaucrats are often considered to have substantial autonomy in their respective organisations and the foundation of their authority emerges from the substantial amount of freedom of choice at their disposal. He was able to reveal that grass-roots policy-making generated practices that allowed public servants to cope with challenges experienced in their day-to-day working life. Moreover, despite this, the author suggested that multi-stakeholder or actors and inter-institutional characters are crucial to policy-development. His suggestion assumes that implementation examining should begin with the network actors' identification from all respective and relevant agencies co-operating in the implementation and analyse the manner in which they attempt to solve their common problems. This is substantially corroborated by the scholarly work of H. Pülzl & Treib (2017) who in their study argue that in the bottom-up approach, policy analysts needed to take into account the undeviating interaction between government officials and citizens. They mention that government officials' authority at local level expands beyond the citizens. The main argument the authors submit is that government officials at local level are the central stakeholders in policy provision and they are the principal implementers of policy within the combination of implementers.

Justifying the use of a bottom-up approach

Notwithstanding the highlighted weaknesses of the bottom-up approach, this study draws on the bottom-up approach to argue that the responsibilities and powers to implement LED policies must be given to all the stakeholders found within the locality. The bottom-up approach focuses on involving different stakeholders in the policy implementation. However, it gives government officials at local level the power and authority to implement policies as it is believed that they may have first-hand experience at a grass-roots level. Consequently, the bottom up approach conceptualisation of stakeholder involvement is generative for grasping how the involvement of various stakeholders can have a positive impact if LG officials have power and authority over them. It is here that the bottom-up approach of recognising grass-roots level stakeholders is important in LED policy implementation and it is of value when informing the sharing of power dynamics amongst the stakeholders.

2.4.3 Hybrid/Combined Approach

The existing body of knowledge on policy implementation suggests that as a reaction to the increasing uneasiness caused by the debate between scholars of bottom-up and top-down

approaches, researchers should attempt to synthesize both these approaches. For example, Wegrich (2006) argues that the hybrid approach emerged as a reaction to the rapidly increasing uneasiness stemming from the heated disagreements amongst bottom-up and top-down researchers and this approach attempted to combine both approaches. This approach presented by the author synthesises both aspects in order to limit conceptual weaknesses of bottom- up and top-down approaches which showed that programme realisation is dependent upon both aspects, as they are inter-connected. He recommends that policy-makers should consider available resources and policy instruments for policy change which is normally termed 'forward-mapping'. In addition, policy-makers should recognise the incentive structures for target groups and implementers which is often termed 'backward-mapping'. In his view, the hybrid approach combines both significant innovations to the theory of implementation and is able to overcome the weaknesses identified in the conceptual designs of the polarised disagreement between the top-down and bottom-up researchers. In the same manner, Pülzl, Treib, & Oliver (2017) concur with what has been presented. Their main argument is that the hybrid approach is more focused on combining different groupings and various stakeholders, and also the different levels and types of engagements in the implementation. These models are particularly important in this study as they provide the researcher with crucial insight into policy implementation. This study is more concerned with the involvement of stakeholders or actors in policy development, implementation and governance.

Justification for using the hybrid approach

In spite of the highlighted limitations , this study draws on Paudel's (2015) hybrid approach which argues that when combining both the top-down and bottom-up approaches, perspectives of communication from inter-governmental implementation, will also include different variables from the bottom-up and top-down approaches and the implementation of LED policies will be effective and impactful as all stakeholders will be involved and will be able to participate and sharing of resources, collaborations and partnerships will be formed to mutual benefit. The hybrid approach focuses on enabling stakeholders to be engaged and encourages collectiveness in decision-making. The hybrid-approach emphasises stakeholder engagement and inclusivity and is useful to this study as it allows one to consider the roles of each stakeholder and the significance of collaborative governance. Consequently, the hybrid-approach conceptualisation of collaboration, collectivity and stakeholder engagement facilitates comprehending how each stakeholder can contribute to the implementation of LED

policies. The recent interest by governments to adopt and apply this hybrid approach is of value to stakeholders' interests and views and should lead to more effective service delivery, accountability, less corruption and satisfaction.

2.5 Role of Stakeholders in Policy implementation

The term 'stakeholder' has taken a prominent position in public and business management practice and theory over the previous two decades, and particularly in the previous decade. Bryson (2004) undertook a study focusing specifically on why and how managers might utilise stakeholder analysis and identification techniques to assist their institutions to meet their respective mandates, achieve their mission, and develop public value. In his study, a wide range of stakeholder analysis and identification techniques are reviewed. These techniques cover participation, develop ideas for strategic projects /interventions, identify problems, explore solutions, and implement the Monitoring and Evaluation (M&E) of strategic projects/programmes/interventions. He defines stakeholder as whichever individual or group who might affect or is currently affected by the accomplishment of the institution's objectives, or all parties who will be directly or indirectly affected by or will somehow affect the strategy of the organisation. It can be individual stakeholders, or any organisation or group that can lay claim to utilise the institution's resources, attention, or output, or who are simply affected by that particular output. The author simplifies the term 'stakeholder' by indicating that, in his view, they are groups or people who possess the power to directly affect the institution's future. Without that power, they are not considered to be stakeholders. He argues that failed policies and strategic interventions were caused by decision-makers failing to attend to the views and interests of stakeholders. Therefore, the author's analysis reveals that stakeholders are currently and arguably more important than ever because of the rapid increase in global connections where any public problem ranging from economic development, insufficient educational performances and others clearly affect different groups, organisations and people. This is particularly important in this current study as it will draw from these provided definitions when identifying stakeholders of LED. The narrative provided is important to the researcher's understanding of stakeholder in any given organisation or institution.

Paying attention to the roles of stakeholders in the policy implementation, recent studies have highlighted the significance of stakeholders' engagement and it has been declared a more suitable way of management; a more fruitful way to attain consensus in discussions of policy. For instance, Chu, Anguelovski, & Carmin (2016:1) argue that engaging local stakeholders in

policy-cycle is crucial as it ensures the overall representativeness and efficiency of both outcomes and processes. Complementary to this, is the work of Papadopoulos (2016) who argues that interactive governance is essential and is regarded as a more-or-less horizontal system of steering which occurs in networks of fundamentally independent stakeholders like the PS, government, public and NGO's. They argue that these networks are considered to be essential for policy implementation and efficiency in the resolution of multi-faceted social problems because they involve many stakeholders with a pool of multiple sources of information and knowledge, which enhance the epistemic quality of the policy. So far, this study has been able to identify and illustrate stakeholders or actors of policy implementation which are government, public, PS and NGO's. The study now places focus on the roles of each of these stakeholders in relation to LED policy implementation.

2.5.1 Local Governments role in LED policy implementation

In recent years, numerous national governments saw it necessary to transfer duties and responsibilities of a number of functions of the national government to regional and LG. However, both the methods and rationale of this decentralisation differ from country to country and is dependent on conditions experienced at that local setting. Consequently, many studies have pointed to the LG as being a fundamental stakeholder of LED policy. For example, Nickson (2016) examines the impact of devolution on the constantly changing roles of LG within the overall Latin American political system. The author argues that decentralisation places LG in the crucial role of economic leadership within the community. He maintains that decentralisation renders to LG the responsibility to construct conditions where LED policies can be implemented and flourish and these responsibilities entail that LG must maintain and create enabling conditions in which entire economic stakeholders, workers, investors, financial institutions, educators, service providers and the community at large can collaboratively make decisions and form partnerships in order to enhance economic development within the area.

Drawing from the work of Schoburgh & Martin (2016),who investigated the paradigm shift from LG to local governance, the author's core argument suggests that in order for LED policies to be implemented successfully and for it to be equitable and effective, this requires a LG that maintains and continuously builds partnerships with LED stakeholders within the community. Moreover, the author's analysis reveals that all the individuals and groupings in

the community who are affected or that can affect LED have a major role in all policy cycles, particularly in the implementation phase.

Recent studies have revealed that LG in its formation is mainly characterised by officials, managers and politicians. In addition to what has been discussed earlier, another interesting aspect of the role of LG is provided by Kerley, Liddle, & Dunning (2018) in their recent work, where they examine the relationship between administration and politics in LG. They argue that local governance has transformed the way conventional institutions operate because they work largely in the protean/conducive environment whereby various stakeholder/ actors are considered to be the integral part of LG and this is distinguishable from the rapid attention on stakeholder collaborations/ network schemes and legislation governing the stakeholder relationship and also by its collaborative and interactive nature instead of the hierarchical conventional structure. The core argument of Kerley et al., (2018) is that the role of politically-appointed officials should transform and evolve and shift towards the role of meta-governance. The authors however issue a caution and highlight that this shift does not purposefully and necessarily weaken representative democracy as it were. In fact, Meta governance enables the development of an innovative model where politicians and public managers have to maintain the growing interest of participation and involvement of stakeholders in the matters of LG such as LED.

So far, this study has shown that, globally, LG has a crucial role to play in LED policy-implementation. It has illustrated that decentralisation places LG in the crucial role of economic leadership within the communities and gives LG the responsibility of constructing conditions where LED policies can be implemented and flourish and these responsibilities entail that LG must maintain and create these enabling conditions. Moreover, it has shown that it is the role of LG to maintain and to build partnerships continuously with LED stakeholders. Lastly, the study has managed to illustrate the role of LG managers and politically-appointed officials in LED-policy implementation. The dispositions presented here are of use to this study as they provide clarity to the role of LG in LED-policy implementation and further enhance the understanding and the role of LG in local governance. Kerley et al., (2018) argue that LG has to shift towards local governance which advocates meta-governance where all stakeholders are given an opportunity to contribute and to be involved in LG concerns such as LED.

2.5.2. The role of the Private Sector in LED policy implementation

Evidence has revealed that for many years, the PS has provided goods and services that were recognised as an exclusively government responsibility. A case study of Vietnam, for example, examines the characteristics of a proficient PS in LED. This study focuses on three characteristics of the PS: efficient PS in the developing states; characteristics of a proficient PS; and impact of PS on LED policy (Linh, 2018). His study found that the PS is the core contributor of LED in most developing countries, including Vietnam. Furthermore, he established that an LED policy that promotes vigorous competition and entrepreneurship partnerships has been observed to be beneficial to the implementation of LED. Similarly, Pryke (2018) offered another perspective concerning the role of the PS in LED. He mentions that governments in developing countries utilise the PS innovations, ideas, financial and skill resources and entrepreneurship models in a hunt for solutions to complex problems of LED. He further emphasises that PS allows government and stakeholders to leverage other available resources when their resources are insufficient. Lastly, Pryke (2018) argues that the PS has been observed to play an essential role in LED and this is well-recorded and established.

Booyens, Hart, Ramoroka, & Kgabo (2018) argue that local technological capabilities for innovation are generally constrained and LG institutions are often weak and require innovative support. Therefore, they suggest that PS knowledge, innovation and learning enhances effectiveness and strengthens regional and LED. In their view, local areas that are innovation-driven have become significant for LED policy implementation and this innovation is often seen in the PS. This is significant and important in this study as it provides the researcher with a clear understanding as to what the expected role of the PS is in LED policy-implementation and how other stakeholders can leverage from the resources of the PS. Subsequently, the study has already discussed the roles of LG and the PS in LED policy-implementation and the following sub-section discusses the role of NGO's in the implementation of these LED policies.

2.5.3 The role of Non-Governmental Organisations in LED policy implementation

Historically, an international agreement appeared that established that functioning NGO's are free of bureaucracy when compared to government and more linked to the community they serve. Therefore, they are more able to execute development policies and they advocate for community-based change. In recent years, there has been an increasing interest in the role of

the NGO's in LED policy. For instance, Atia & Herrold (2018) examine how the revolution of NGO's depoliticising their mandate should work but the roles rendered undermines their intended purpose within the civil community, In Morocco and Palestine, the authors established that NGO's are globally-framed as a hallmark of a robust civil community and a state liberaliser. They mention that NGOs are key to collective empowerment whereby the citizens congregate to promote a collective interest and organise to advocate for change. In their view, on the one hand, NGOs enhance respect, tolerance and citizens' participation, while serving as the watchdogs over government. On the other hand, they act as a mechanism through which the populace can express their interest in the policy setting. In addition, the authors found that through the NGO's efforts to promote and safeguard the interest of the groups that are marginalised, they are able to pluralise government and are able to check the power of the state. In the same way, Nita, Ciocanea, Manolache, & Rozylowicz (2018) explore the top-down, non-involvement management approach where NGO's are excluded in the processes of decision-making in Romania. Nita et al,. (2018) found that NGOs may be seen as the crucial stakeholder in the execution of management systems as they are able to offer an important institutional support, and ensure that communication flows through all the stakeholders involved. They argue that including NGO's in the decision-making processes renders an essential aspect in the success of implementing policies. Interestingly, both works, Nita et al., (2018) and Atia & Herrold (2018) indicate that NGO's are able to gather citizens' collective interest and organisations to advocate for change and that NGO's are a crucial stakeholder in decision-making. This extends the understanding of the researcher in relation to the role of the NGO's in LED policy implementation.

Moreover, the work of Lassa (2018) shows the importance and the links the NGO's have with the stakeholders at grass-roots level in relation to disaster risk reduction. The author determined that one of the comparative advantages the NGO's have is the operability at the local level, where they are able to work with the mostly vulnerable and affected communities. Lassa (2018) argues that NGO's usually take consensual and inclusive approaches to grass-roots disaster preparation and resilience development. The author's view is that the ability of NGO's to operate at local level enables them to comprehend and respond to the agenda and priorities of vulnerable localities. Furthermore, the authors indicate that NGO's are efficient, flexible and less bureaucratic which is prompted by their organisational size which in most cases is relatively small. Therefore, they are able to augment the shared goals and objectives of all stakeholders. The evidence provided here is important as it provides a vivid illustration

of what roles the NGO's are expected to play in LED policy implementation and why they are a stakeholder in LED. The following sub-section discusses the community role as a LED stakeholder.

2.5.4 The role of the community in LED policy implementation

Traditionally, LED policies have subscribed to the belief that the significant challenges faced by local communities remain task embedded in the communities to be economically viable and it is, therefore, not likely that they will forfeit their relevance in the economic and public affairs. Therefore, most scholars have called for and encouraged community involvement and participation in government matters. For example, the recent work of Anglin (2017) explores the significance of the social economic development in the United States. The author argues that LED policies include a wide variety of activities and stakeholders and seek to enhance the quality of the livelihood and advocate for economic prospects for the below-average income citizens. The author submits that the process of LED policy implementation enables the community to engage in building and mobilising assets that seek to improve their collective and individual future. Such assets may include: private and public investment, social networks, human capital, natural resources, community leadership and cultural traditions. Moreover, the author's main argument is that communities have the ability to co-ordinate and utilise individual assets to be used for economic development and this is the function of the community's ability to make collective decisions, share development experiences and provide external assets that can supplement their own over a period of time. Similarly, Gilchrist (2019) in his recent work explores the connection between adult informal education and community development in the United Kingdom. He found that communities are able to organise collective action which may include a variety of strands, which draw from varied life histories, social and cultural issues. In his view, this creates a vibrant, strong force in the community, whereby citizens are able to advance the quality of their livelihoods, address challenges and problems of their unfair situation.

Similarly, another interesting aspect of the role of the community is introduced by Steiger, Hebb, & Hagerman (2015) when they explored community partnerships in developing the local economy. They determined that community partnerships unlock the social and financial benefits through attracted investment. They define community partnerships as organisations and entrepreneurships that are found within the community and have a focused mission to

advocate for community interest and benefit. These organisations also utilise different tools at their disposal to assist the community investment.

Evidence provided here is of good value for this research as it illustrates the strength of the community in addressing their own challenges, leveraging on already-available resources, their ability to take collective action and decisions and, lastly, to promote investment that seeks to improve their local economy and improve their standard of living. Therefore, the role of the community in LED policy-implementation has been identified. The following section discusses the relationship between stakeholder engagement and LED policy-implementation in the global context.

2.6 The relationship between stakeholder engagement and LED policy-implementation

Historically, the concept of stakeholder has gradually become more important in the public management body of knowledge. For instance, Beach & Sandra (2009) established that stakeholders originate from the PS. In his view, within the public space, stakeholders have been investigated in various contexts which include: stakeholder identification, management performance, strategic management, service delivery, ethical conduct and to trial administrative responsiveness to public involvement. They submit that, while the literature acknowledges that the prosperous public outcome delivery depends on the requirements to effectively work with external stakeholders, advantageous methods for governance networks to create requisite combinations of stakeholders to attain successful outcomes are, however, yet to be identified. Therefore, this continues to be an obstacle for governance networks to recognise appropriate stakeholders, to establish how and when to engage with stakeholders and to organise and manage the relationships effectively. Beach's (2009) study provides an overview of how the modern stakeholder approach can be applied to the framework of network delivery of public outcomes. Moreover, Fassin (2009) reveals that the stakeholder engagement model was initially created as a strategic tool for institutions to expand their visualisation of management and to place their focus on the participation of the institutions and to consider the interests of the businesses surrounding the community and community-based economic region. Fassin argues that the stakeholder-engagement concept is observed as a concept of institutional ethics and strategy.

Similarly, Rodríguez-Pose & Wilkie (2017) found that stakeholder engagement labels a collection of practices where institutions take an organised approach to interconnect with stakeholders and has been used by different organisations for different purposes as a way to

exonerate the institutions' responsibility and accountability to stakeholders, to stimulate stakeholder contribution, create organisational image, and attain managerial control. The authors argue that in the government context, stakeholder engagement has over the years been recommended as a tool to improve the standards of outcomes by gearing different notions and perspectives and by enhancing service delivery by putting pressure on administrators to create robust localities through unswerving engagement in service delivery and planning. Rodríguez-Pose & Wilkie (2017) further highlight that, over the previous decade, the significance of stakeholder engagement has gradually become more evident to public institutions by their pursuing and creating dialogue between and with society-based groups and entrepreneur interest to attain policy modification and to improve service delivery. In their view, it has been accepted that this particular participation is principally significant in developing a solution that is long-lasting to intractable and complex matters. However, they submit that developing appropriate solutions to problems requires a network to extend the improvement of relationships over network boundaries and this includes stakeholders. However, a serious weakness from the evidence is observed, as it fails to illustrate how stakeholder engagement is significant to public policy implementation and involvement in matters of decision-making. This has led scholars, for example, Sørensen & Torfing (2011) to investigate the relationship of stakeholder engagement and policy implementation. They undertook to examine the present era of NPM reforms in Denmark. The authors argue that collaboration amongst affected and relevant actors from the private and public sector are the crucial mechanism for public innovation. Moreover, they mention that healthy competition between private and public sectors often produces a more innovative public sector that is strategic in its management. They further recognise that competition and entrepreneurialism are significant drivers for innovation and suggest that collaboration is the primary driver or mechanism for public innovation. The authors established that the NPM is inspired by the current theories of collaborative governance and PS innovation when combined and suggest that collaboration amongst affected and relevant actors from the non-government organisation, public sector, PS and civil societies can aid and enhance each constitutive level in the process for innovation. Moreover, they highlight that a dialogue that is informed by different actors who possess a variety of experience and skills may assist in developing a deeper comprehension of the problem; while stakeholder engagement can bring forward carefully considered innovative ideas on solving the problem.

In the same way, Scott & Thomas (2017) sought to compliment and develop the existing collaborative governance body of knowledge by placing emphasis specifically on clarifying the choice by public managers to sponsor and aid the collaborative methods despite other available means of addressing public challenges. Their study is derived from the applied and theoretical findings regarding the benefits and cost of collaborative governance. They define collaborative governance as the structure and processes for making decisions regarding policies and management of the public sector that engage citizens across the borders of public agencies, different spheres of government, and/ or the private, public and civic spheres for the purpose of carrying out the public interest. Accordingly, the authors highlight that collaborative governance does not necessarily refer to a distinct tool, but rather consolidates various tools that may be used to guide and shape collective action. Similarly, they further support the argument by indicating that collaborative tools are approaches that can be utilised to initiate and aid inter-organisational collaborations with the aim of leveraging participation incentives, resource sharing, forging of partnerships, agreements, deliberative forums and others avenues to shape collaborative action.

Another significant aspect of the relationship between stakeholder engagement and policy implementation is given by Doberstein (2016) who explored and located collaborative governance in the literature. His study further examines collaborative governances in the policy of homelessness in Vancouver, Canada, which includes civil society and the state collaboratively planning and executing the policy. Furthermore, he argues that the proclaimed mechanism generating a collaborative advantage is not necessary through a simple sundry policy players or actors collaborating together to enhance and manage a policy matter better, but, rather it is a fundamental driver for the transformative prospects of problem-solving and policy debate in collaborative governance. Therefore, in their view, collaborative governance is mostly founded in a deliberative principle to decision-making, where the activities are about transforming the expressed interest through revealing ignorance and learning. Their study found that the public sector and civil society stakeholders bring in a variety of skills and views to policy matters. They found that engagements can be an honest arena for transformation and persuasion within the stakeholders in collaborative governance.

Likewise, there is some evidence that suggests that systems of collaborative governance are most likely to be pioneered by actors with a mix of public service and social motivation. Choi & Robertson (2018) present an analysis of the relevant body of knowledge on collaborative governance and the respective role the community-based motivation in advocating and aiding

collaboration. They argue that collaboration in some instances is observed as a practice that allows the PS to be included in joint decisions through bargaining for self-interest, with the institutions entering into co-operative or collaborative agreements with the aim of realising their own private goals and interests. They further argue that this tradition is in accordance with a cogent choice perspective which assumes that individuals will induce their private and self-interest, which, in the perspective of collaboration governance, can subvert their willingness to perform co-operatively. Moreover, they assert that the main pursuit of private and self-interest often develops conflicts amongst actors of the collaboration and can be aggravated by such factors as historical confrontational dynamics and power differences.

The evidence provided here is important for this study as it demonstrates the relationship between stakeholder engagement and policy implementation. However, there was a limitation which was observed as the evidence had a weakness in addressing how stakeholder engagement is significant in LED policy implementation. The author provided further evidence that sought to address this limitation. The provided evidence suggests that the relationship of stakeholder engagement and LED policy implementation relies on effective collaboration governance where stakeholders collaborate for the purpose of making a collective decision, as a product of their collective interest, goals and objectives. The following section discusses theoretical frameworks that underpin this study.

2.7 Theoretical framework

Theories are significant in order to comprehend certain occurrences. For instance, Frederickson, George, Smith, & Kevin (2018) argued that in order to be able to understand what we are practising or studying, we require a framework or structure to comprehend the outcomes, causes, decisions in simplest terms. For this, we require a theory. They argue that the big challenge in the PA field is not that it lacks theory, but the challenges are issues of surfeit not deficit. They identified problems surrounding synergies, ordering and understanding various empirical and theoretical perspectives. In their view, in the last four decades, PA has evolved and developed into a systematic pattern of enquiry regarding the substance of public institutional behaviour, public policy execution and public management, and the theory is categorised by the degree, form, or nature of its expansion. In their study they highlight multiple theories that have evolved over the years. However, for the purpose of this study, only two theories will be discussed in order to understand the implementation of LED policy.

2.7.1 New Public Governance

The golden era of PA domination disintegrated around the 1950s. As a result, the initial decades of the 21st Century New Public Administration (NPA) domination was founded and widely accepted and institutionalised (Frederickson et al., 2018). This theory began with arguments regarding the predominance of collaborative action as a foundation of comprehending social and political institutions, including administrative and formal political organisations. In their view, this theory captures and understands the long sequences of scholarship concerning multi-stakeholders, co-production, PPP, contracting and privatisation, and the fuzzy dissimilarities between private and public entities.

The research to date has tended to focus on NPG. For example, Xu, Sun, & Si (2015) undertook a study titled: 'The Third Wave of Public Administration': The NPG. The purpose of this study was to review the characteristics, contributions, content and challenges, as well as the revelation and references of the NPG shift or paradigm-shift taking place in modern-day China as far as reforms in the bureaucratic system was concerned and developing the theory system of PA and public management. They submit that, after the evolution and rise of the NPM, the NPG was a theoretical model that many adapted into the modern government and PA. They argue that this paradigm-shift meant that there was a profound transformation in the role of government and an association between civil society and government, and that this was a criticism of the conventional administration theory that focused on institutionalisation and personalisation. They further criticised both NPM and NPA as they asserted that both structures placed attention on the market power in the distribution of community-based resources and solving the challenges of the society, while disregarding the effect of other stakeholders in government matters. Furthermore, the NPG represents diversity and recognises the importance of linking external and internal organisations. They argue further that PA was not appropriate for the expansion and growth of the public sector while NPM excessively pursued entrepreneurship and efficiency. Lastly, the authors provided six characteristics of NPG:

o   NPG stresses the dispersion of power where relevant stakeholders are allowed and their rights to participate in the matters of government are observed, and they are also afforded the right to partake in resolving public challenges.

o   NPG stresses the synchronisation of the government as, for a long time; government has been viewed as the epicenter of the PA where issues of policy development and execution have been their responsibility. Therefore, NPG advances the idea of a

government moving from being authoritarian to being co-ordinator, and it encourages government to co-ordinate more with community-based interests, to develop dialogue platforms and to incorporate public resources.

o NPG integrates community-based organisations and persons to formulate complex networks. The members of the networks comprise government, society, public agencies, community, markets and individuals.

o The NPG introduces a model of sharing into bureaucratic management, in order to fulfil various needs from interested stakeholders.

Despite this, this, Xu, Sun, & Si (2015) highlighted challenges that are possed by the NPG. The authors argued that the NPG fails to clear address the issues of accountability and submit that conventional channels are replaced by selection process like stakeholders. Furthermore, in their analyses, the author further recveal that the NPG is rooted in institutional sociology and societal networks where it is anticipated to create pluralism therefore makes it challenging and inefficient to address community/ social challenges. Lastly, the authors submit that the NPG has been observed to create confusion and contradictions between government and citizines. The analysis of theories found in PA undertaken here, has extended our knowledge of the governance matters such as policy formulation, implementation, governance of state strategies, programmes and projects such as LED.

Justifying the use of New Public Governance

Notwithstanding some limitations in Xu et al., (2015) and in Frederickson, Smith, Larimer, & Licari (2018), the New Public Governance Theory, is found by this study to be useful in revealing some understating into the implementation of LED policies and stakeholder engagement. The NPG theory focuses on diversity and recognises the importance to link external and internal organisations and it is appropriate for the expansion and growth of the public sector. The NPG theory allows one to think about the dispersion of power where relevant stakeholders are allowed and their rights to participate in the matters of government are observed and are afforded a decision and a right to partake in resolving public challenges. This is significantly useful to this study as it enables it to grasp the effect and impact involving different interested stakeholders to participate in government matters. Furthermore, the the paradigm shift alluded to is of significance in this study as it vividly demonstrates the transformed role of government and relationships between government and stakeholders,

while ensuring that all stakeholders contribute and participate in government matters. Lastly, the paradigm shift entails that while government has been observed to have shortages of resources, the NPG provide an opportunities for government to leverage on resources brought forth by stakeholders such as: assets, skills, financial resources, infrastructures resources and others that can assist government in achieving its mandate thus stakeholder engagement and involvement is crucial.

2.7.2 Arnstein's Theory of Ladder of Citizen Participation

This study is underpinned by the theory of the Ladder of Participation. According to Sulemana & Simon (2018), the early promoter of this theory was Arnstein who proposed that the participation of the community must seek to redistribute power to enable the have-not community members who are excluded from the economic and political processes to be intentionally included. Furthermore, the author indicates that this model represents a ladder of progress from limited to more significant levels of meaningful participation, where each level has a certain degree of empowerment. Similarly, Arnstein (2015) argues that in most advancing countries, local planners put plans in place to eliminate poor communities with no means of participation in the decision-making processes and planning. She indicates that at the lower level, there are two forms of non-participation, which are therapy and manipulation. She indicates that some governmental institutions arrange forms of participation to deceive, which are aimed at getting stakeholders and citizens to accept a pre-decided course of action. Which in her view is where unsuspecting stakeholders and citizens may assume that they are part of the decision-making process, but, in actual fact, they are not; they are simply being manipulated and used by decision-makers. Arnstein (2015:284) demonstrated how the manipulation occur and provide an example whereby the citizens are invited to be part of the advisory committee, officials would educate, persuard and also provide advice, instead it should be a reversed setting. At a lower level of the ladder there is another form of non-participation which is termed 'therapy,' where government institutions that are decision-makers get stakeholders and citizens together to supposedly participate in planning and decision-making processes, but the aim is to preach to stakeholders and citizens about the shortcomings that might be experienced by them (Arnstein, 2015). This is where citizens are invited to participate where government officials will table the plans, budgting processes and other processes that are going to be followed in executing the project, instead of inviting the citizens to contribute, participate, have a view and be part of the discussion that will shape the outcomes of the policy. Moreover, the author further explains that placation is high up in the

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ladder. Moreover, the author argues that decision-makers giving-in to a limited number of stakeholders and citizens' demands does not necessarily mean that they are participating. Collaboration between non-profit institutions, and the private and public sectors are mentioned as one of three rungs of the ladder of participation that has over the years gained popularity. Arnstein places true collaboration relatively high on the ladder. Partnerships relate to redistribution of power wielded through negotiations and joint decision-making and planning (Arnstein, 2015).

This argument was supported by Tritter & McCallum (2006) who argued that fifty-three years ago different groups in the community had varied needs. The rich, the poor, the powerful groups and the disempowered groups all have different sets of skills and resources that can shape decision-making and planning. In the same way, Reed et al., (2018) were able to put this in the simplest terms, where they argued that each level of the ladder corresponds to the degree to which stakeholders and citizens have the power to shape the decision-making process through participation.

Figure 2.1 illustrates the Arstein theory of the ladder of participation.
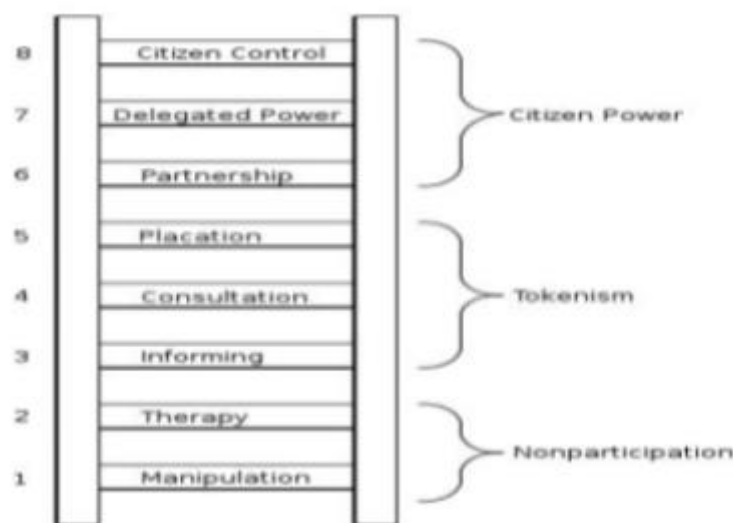
Source :(from Arstein, 2015:283)

Figure 2.1: Arstein's theory of the Ladder of Participation

Arnstein's Theory of the Ladder of Participation has been adopted and employed by different scholars in the course of 49 years in the inquiry of stakeholder and community participation in planning and decision-making. For example, Rollason, Bracken, & Hardy (2018) undertook a study with the aim of addressing existing inquiry gaps by exploring the degree of

integrated management practices at the territorial level. They examined catchment stimulators for participation that can be translated into practice at the local level in England. The authors found that catchment management has been revolutionised by the intensity level of the participation principle, and planning and policies mandating citizen participation are now widespread across the country. The results of their study reveal that enabling conventionally different levels of participators actively to develop collaboration and partnerships produces opportunities to exploit or to share resources outside of their conventional domains.

Likewise, a study that employs and amplifies the theory was conducted by Schauppenlehner-Kloyber & Penker (2016). They explored two dissimilar discourses on metropolitan governance, self-organisation and participation where both address the involvement of stakeholders and citizens in planning and in the decision-making processes in Austria. The study found that the relationship between citizens, stakeholders and state is undergoing an intense process of change in the contemporary era and the initial theory of the Ladder of Participation is somehow failing to capture transformation. The authors found that the involvement of stakeholders and citizens in the metropolitan planning and decision-making processes is a common practice and has increased legitimacy, acceptance, quality, and effectiveness of decisions. However, different scholars have challenged Arnstein's theory of the Ladder of Participation. For example, Collins & Ison (2006) undertook a study to critically review Arnstein's theory of participation in relation to policy, health and environment. In their view, the ladder entails that each rung of the ladder corresponds to citizen engagement from non-participation via tokenism to peoples' power. In the same way, Hurlbert & Gupta (2015) argue that the ladder is founded on conceptualisation that participation is an uncompromising term for power. Hurlbert & Gupta's analysis reveals that the ladder portrays participation as a fundamental element of the power struggle amongst citizens trying to advance up the ladder by gaining control over institutions and organisations. However, Radtke, Holstenkamp, Barnes, & Renn (2018) argue that the ladder assumes that participation is hierarchical and that citizens' control is taken as the objective of participation. Radtke et al., (2018) argue that this assumption does not align with engagement or participation in planning and decision-making processes consistently. Furthermore, they point out that, a tool to measure successful citizen and stakeholder participation is to be able to achieve a full automatic civilian control and, if this is not achieved, this would amount to de-legitimisation or failure. Furthermore, they argue that there is an insignificant relationship between citizen control and non-participation as the linear idea of participation means that the

policy challenge or problem remains the same, only the attitude of the stakeholder differs from level to level. They suggest that since each problem has its own uniqueness, each problem needs a different type and level of participation.

 Other scholars who have their reservations about the theory are Tritter & McCallum, (2006). They explore the pertinence of Arnstein's typology of using participation when applied to contemporary developments in the healthcare industry in England and they compare their observations to those made by scholars in the Netherlands, Nordic countries and Canada. They argue that Arnstein's Ladder of Participation does not capture the evolutionary and dynamic nature of citizen participation. It does not consider the agency of citizen participation that may seek a dissimilar method of participation and involvement with regard to a variety of issues. They submit that the ladder fails to take into consideration that some citizens and stakeholders may not wish to participate. In spite of the stated weakness of the theory, this research study adopts the theory based on its ability to mobilise different levels of stakeholders and citizens in the planning and decision-making process and highlights elements that locate stakeholder engagement such as: community/ public participation/engagement, collaborative governance and partnerships.

Justifying the use of the Arnstein theory of ladder of participation

Despite the highlighted weaknesses and criticism of the theory, this study finds it to be useful in shedding some light on stakeholder engagement. The Arnstein theory of the Ladder of Participation's emphasis on stakeholder participation that is democratic, allows one to critically consider how the enhanced participation has the ability to reduce the economic, social and physical distance among the state officials, representatives and the citizens including other stakeholders. It further allows one to think through the impact that will be achieved if decision-making powers are transferred to all stakeholders: will it be responsive to local challenges; will the states be able to contain costs; will the policy outcomes be positive; will the conditions of the local area improve and will the state officials be accountable? This is useful to this study as it allows one to comprehend the importance of stakeholder participation and the effects it might have.

2.8. The chapter summary

The purpose of the chapter was to review the body of knowledge in relation to stakeholder engagement and LED policy implementation. Firstly, the chapter examined the LED policy and stakeholder engagement in a broad context. Secondly, the chapter explored LED policy

implementation and stakeholder engagement. The third section of the chapter looked at models of LED policy implementation and stakeholder engagement. This section was followed by the roles of stakeholders in LED policy implementation. The fifth section looked at the relationship between stakeholder engagement and LED policy implementation holisically. Lastly, the chapter provided the theoretical frameworks which underpin this study.

CHAPTER 3: STAKEHOLDER ENGAGEMENT IN LED POLCIY IMPLEMENTATION: A CONTEXTUAL VIEWPOINT

3.1 Introduction

The previous chapter offered a literature review on the notion of stakeholder engagement in LED policy implementation. The overall goal and objective of this study was to determine the degree of stakeholder engagement in SILEDP. This chapter starts by providing an outline of the background and development of LED policy implementation in the RSA. Furthermore, this chapter discusses and provides an overview of LED policy implementation and stakeholder engagement in RSA. The remaining part of the chapter discusses the state of stakeholder engagement in LED policy in the RSA, while linking and providing the relationship between stakeholder engagement in LED policy implementation and collaborative governance in the RSA. Lastly, the chapter discusses the forms of stakeholder engagement in the RSA.

3.2. Background and development of LED policy implementation in South Africa

To date, there has been little agreement on what LED policy in the RSA entails. Drawing from the RSA constitution Act no.106 of 1996, the Founding Values which are: Dignity of all humans living in the country, attainment of equality and development of human rights and freedoms; a society that is without racism and sexism; the Constitution being the supreme law of the republic; and promotion and a right to vote for a democratic government. The Constitution of RSA section Two is consistent with these mentioned values, as it clearly indicates that the Constitution of the Republic is the supreme law of the country and any law or conduct inconsistent with it is invalid and the obligations imposed by it must be fulfilled. Moreover, Section 152c of the Constitution provides guidelines and encourages LM to promote community-based and economic advancement. Section 153a encourages and compels LM to be developmental orientated, to focus on the fundamental needs of the locality, and to advocate for community-based economic advancement in their area of jurisdiction.

In recent years, there have been many transactions of strategies aimed at promoting LED policy. For instance, Powell (2012) assessed the serial attempts by the RSA democratic government to address the persisting disconnection between the ideal LG transformation and attaining the objectives of the turnaround strategy at grass-roots level. Powel's findings

indicate that the turnaround strategy adopted by government for the RSA will not succeed as the focus has shifted from being pro-active to crisis management and the turnaround of LG. In her analysis, she found that policy making is not a simple matter of getting ideas right, but it must also talk to policy implementation, as LG has been underfinanced, leading to failure of LED policy and service delivery. Similarly, Sithole & Mathonsi (2015) argue that post-1994, RSA citizens anticipated improved service delivery that would confront the persisting and evident apartheid legacy, particularly on the bottlenecks of delivering social services in poor rural and urban localities. However, the authors found that citizens are of the view that the current democratic system fails to translate into an enhanced standard of living as it was hopefully anticipated. Therefore, in Sithole & Mathonsi's (2015) view, this has created doubt, mistrust and dissatisfaction of the existing political system. Likewise, the same view is held by Tshishonga (2019) in his recent study, where he explores the challenges and prospects of transforming LG, in South Africa. Tshishonga (2019) found that the failure to uphold the constitution's stipulated roles has led to poor or lack of service delivery. The author highlights these challenges as a lack of co-ordination and administrative capacity, autocratic legacy, weak LED policy implementation and bureaucratic apartheid LG. In addition, Tshishonga further argues that the challenges encountered by LG are to foster development and democracy at the local level through stakeholder engagement. Furthermore, it is for this reason that Shava & Chamisa, (2018:3) described RSA public service as one that is in crisis.

Notwithstanding the stated weaknesses and challenges, RSA is one of the developing countries that have made some strides in ensuring that LG is developmental and LED policies are implemented. There is a growing body of knowledge that acknowledges that there have been some positives that can be observed in the RSA context. For instance, Kanyane (2014) investigates the factors causing LM to fail, as the RSA has existing institutional and regulatory frameworks that she claimed is one of best when compared to other countries in Africa. The RSA underwent transformation to redress the intention of the previous government post-1994. Between 1994 and 2004, both terms of the government that were elected democratically were focused mainly in developing frameworks and legislations that were aimed at transforming the country's conditions. The legislative frameworks and policy processes were distributed into various sections of policies and legislation such as: white papers, proclamations, Acts of Parliament and by laws. However, stakeholders who are concerned, particularly the civil society are of the view that, despite all this developmental frameworks and legislation, the results is still not satisfying (Kanyane, 2014:3). The

following sub-section discusses legislative and developmental frameworks that have been developed to date to assist LG and the implementation of LED policies.

3.2.1 The Reconstruction Development Programme (RDP)

Initially, post-1994, the African National Congress (ANC) had a vision for community-based justice post-apartheid and a direction framework for the first democratically-elected government and the RDP provided LG with an extensive mandate to advocate for a populace -concentrated government and met their basic needs such as: participatory government, single-tax founded, service delivery that is cross-subsidised and cancelled all debt accumulated by black regional authorities (Powell, 2012:17). Similarly, Adelzadeh & Padayachee (2014) were able to elaborate on the role of government in ensuring that the RDP met the expected objectives and goals. They demonstrated that government was expected to render an enabling and leading role in directing the markets and the economy towards development and reconstruction. Moreover, they mentioned that there was an expected role for public agencies investment to supplement the role of community-participation and PS in boosting the development and reconstruction. However, they found that the role of government was reduced to managing development and transformation. Lastly, the authors argued that the RDP overstated the fiscal challenges, instead of considering significant factors of the macro-economic broader context.

3.2.2 Growth Employment and Redistribution (GEAR)

Another developmental framework that was hoped to accelerate economic growth and development was GEAR. Much literature has examined GEAR in recent years. For example, Mamobolo & Moyo (2014) outline that GEAR was embraced in 1996 with the aim of boosting economic growth to six percent as this was considered the minimum rate required to create employment, extended service delivery and in order to overcome inequality. Furthermore, they argued that GEAR pioneered short-term strictness which included reduction of deficit, budget and fiscal reprioriti**sation**, and budget policy that was co-ordinated by government. Moreover, Powell described GEAR as a LED policy-direction framework aimed at reforming comprehensively the processes of budgeting, and at introducing a fiscal system for intergovernmental, accounting process and financial management, which was rolled out for a five year period. Powell highlights that different streams of payment capital to municipalities were combined into the Municipal Infrastructure Programme (MIP) in 1996. Moreover, Ndedi & Kok (2017) advanced a similar argument in

their study. They mention that post-1994; the emphasis was to build an effective state that is developmental, capable of turning around the economic and social relations in the country. However, they established that due to the high level of skills shortages at that time, it became impossible to achieve this developmental objective.

3.2.3 The White Paper of Local Government of 1998

The white paper in this case is a framework that seeks to encourage developmental LG that is committed to collaborating with citizens and groups embedded within the locality to establish sustainable ways to reach their community-based and economic development for the purpose of improving the standard of living. Furthermore, Powell (2012) reminds us that, in 1998, the Municipal Structures Act No. 117 of 1998 and Municipal Demarcation Act No. 27 of 1998 were implemented to give a geographical and organisational effect to the policy and the municipalities were, therefore, formally established. Moreover, they argue that the legislative frameworks provided the political, structural and functional aspects for urban, district and local municipalities and shared the jurisdiction of the countryside areas (Powell, 2012:18) Similarly, Madumo, (2015) argues that LG is mandated to provide an environment that allows interaction between people and government. He mentions that, through the white paper of LG, the state becomes capable of engaging with the people and renders services. However, he found that with such legislation and developmental frameworks in place, it was apparent that it became immensely challenging for the state to accelerate and boost the development as a result of bottlenecks associated with mismanagement, corruption, skills shortage and maladministration.

3.2.4 The Municipal Systems Act (MSA) No. 32 of 2000

In the main, the Act aimed at regulating LM, at monitoring their performance and service delivery, and at encouraging public participation. Similarly, Gopane & Ballard (2015) mention that Section 72(3) of the act underscores the fact that participation of the public in government matters enhances democracy. In their view, this can be achieved through structures where ward forums or committees can render a significant role. Section 74 of the act grants wards, forums or committees the functions and powers to produce recommendations on any issue impacting their respective wards. Amongst other things, these structures aid the LM in ensuring that the community is involved. However, this does not often happen (Gopane & Ballard, 2015).

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3.2.5 The Municipal Finance Management Act No. 56 of 2003

The act is aimed at providing guidelines and regulates how municipalities should manage their finances, supply-chain management, and accounting, reporting and budgeting (Munzhedzi, 2013:285). Furthermore, Munzhedzi (2016) argues that the RSA legislative framework upon which, the public sector is founded , is aimed at empowering the previously marginalised entities and renders them capable of co-ordinating and facilitating efficient and effective service delivery. However, they found that the framework is often undermined by occurrences of failure to account and for the appointment of unqualified and inexperienced officials, political interference, limited technical expertise and failure to understand the appropriate regulatory frameworks resulting in noncompliance.

3.2.6. The Leadership and Governance Framework Act No.41 of 2003

In essence, this act aimed at providing and improving relations between municipalities and traditional leaders (Hemson, 2015:7). Similarly, Zamisa & Mutereko (2019) argue that traditional leadership has an important role to play due to the authority they possess and to the proximity they have to the local people and their core mandate to preserve tradition and customs according to the the Constitution. In their view, this act enables collaboration between traditional leadership institutions and LM. However, they established that the traditional leadership is undermined and their participation and involvement is often limited.

3.2.7 The national turnaround strategy on LM

The analysis provided by Powell (2012) suggests that this strategy emerged in 2009 where an assessment on the state of LG was made by the Department of Cooperative Government and Traditional Authority (COGTA), in their analysis. They found that notwithstanding the contributions by LG to democratisation, the system was showing signs of collapse or distress and the indicators revealing such distress were increasing as a number of protests for service delivery, fraud and corruption, lack of communication with the populace and lack of accountability to the community, political interference in governance issues, poor management and depleted capacity in municipalities were rising. In their view, these signs indicated deeper systemic challenges in LG and co-operative governance as there were cases where accountability and the rule of law had not existed due to corruption, poor management and profiteering. Furthermore, Powell (2012) argues that all municipalities were compelled to adopt the strategy as part of their Integrated Development Plan (IDP). Notwithstanding the above legislative framework and strategies, LED policy in RSA has been hindered by

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challenges in recent years. Meyer (2014) identified the following challenges experienced in RSA: Inadequate examination of local economies; Community projects which are unsustainable; poor capacity; constraints in resources; poor stakeholder involvement in the implementation; inadequate LED strategies and political will to give LED initiative preference.

3.3. LED policy implementation and Stakeholder Engagement in the RSA

There is a growing body of literature that recognises that LED policy has the potential of addressing socio-economic challenges and that it plays a critical role particularly in developing countries like the RSA. This is corroborated by Rogerson (2013) when he established the essential trends and issues considered to be contemporary in the global academic debate and international LED policy direction. The author argues that LED policies are regarded as a response to challenges of globalisation in struggling geographies and late-developing economies. In his view, the recent re-birth of LED policies represents a solution on behalf of territories and localities to combat poverty, enhances competition and restructures production. He claims that bottom-up policies have been considered to be an effective divergent approach when compared to the traditional development approach and he believes that this will allow the nurturing and control of home-grown and available resources and assets. Recent studies have demonstrated the significance of LED in any given economy. For example, Wallis et al., (2012) provide a brief assessment of LED policy in an African context and review the current developments in selected African countries. The authors identify key objectives of LED policy, which in their view, are to advance economic capacity of the territories and boost its economic future and quality of life. Furthermore, they describe LED policy as a process that involves locally-embedded businesses, the public, and government and NGO's collectively collaborating together to create a conducive environment for economic growth and job opportunities. They submit that LED as a tool has been used by most developed countries for years. Most recent arguments which criticise the RSA-LED current format have been summarised by Wallis et al,. (2012), who argue that there cannot be a one-size-fits-all approach; that for example, in the RSA, local areas have unique challenges in their territories and unique solutions to those unique challenges are required. This section argues that LED is significant to any given economy, particularly in the developing countries. It further outlined that LED has over the years been used by developed countries to address socio-economic challenges and to boost the economy. The main idea expressed in the section

is that LED is significant as it is able to deal with issues faced by localities such as poverty, unemployment and lack of resources and skills amongst others.

Currently, Stats SA (2019) reported that the unemployment rate in RSA is at 27, 1 percent in the fourth quarter of 2018. The report reveals that a number of individuals employed increased by 149 000 to 16, million in the last quarter of 2018, while the number of individuals unemployed decreased by 70 000 to 6, 1 million when compared to the third quarter of 2018. According to the report, the major contributor to employment is the formal sector which recorded 92 000 more persons employed in the last quarter of 2018, while the employment in agriculture and private households increased by 7 000 and 65 000 respectively. The report further reveals that the informal sector job offering declined by 15 000 in the similar period. A report by StatsSA (2017) reveals that the number of people living below the poverty line in RSA has increased since 2015 and is now up to 55.5 percent. The report indicates that the RSA economy in the previous five years has been driven by a mixture of international and domestic influences such as weak and low economic growth, persistent unemployment levels, high consumer prices, low commodity prices, lack of interest from investors and polic- uncertainty. This is supported by Rodríguez-Pose and Wilkie (2017) who argue that LED policy that is strategically planned has the ability to provide an effective and flexible approach to instantaneously enhance the growth of the economy and reduce poverty. In the authors' perspective, cutting across RSA,-LED policy strategies have the potential to offer a more citizens-centered and grass-root populace specific alternative to the adjustment of structural programmes that have influenced the development-policy outlook in RSA in the previous decades, which appear to have been futile in addressing adequately the contemporary realities of the continent. They submit that successful cases of LED policies in the RSA are hard to discover, and highlight that the RSA is a country that is more focused on pro-poor LED policy strategies which in their opinion are widespread. They indicate that, in most instances, LG does not attempt to engage stakeholders in the developing processes of LED policy strategies. They claim that inclusiveness encourages the development of strategies that strive for a balance between the interests of all stakeholders.

Another interesting perspective is provided by Sibisi (2009) who argues that LED policy in the RSA has become connected with Micro-Level-Projects (MLP) as it has lost its value as a sustainable and effective development tool, resulting in some local authorities, particularly the cities, rejecting LED policies and opting for Economic Development Strategies (EDS), which they regard as being more extensive and operating largely at macro level. Sibisi finds

that even where extensive integrated strategies have been used, their driving models often produce limited impact, which results in an insufficient balance between pro-poor and pro-growth initiatives. In the same vain, Meyer & Venter (2013) found that LED policy in RSA is more concerned with the creation of more inclusive and robust local economies that leverage local opportunities while addressing the needs of the locality and contribute to development objectives. However, Meyer (2014) points out that most municipalities in the RSA lack proper strategies for economic growth and for this to be addressed there should be comprehensive planning processes that involve all stakeholders within the boundaries of the local area. In his view, to achieve this, local authorities must involve and engage all stakeholders as this will ensure that all matters are addressed equally and that all interests are effectively considered. Therefore, the evidence provided here illustrates and suggests that, in the RSA, there is disconnection between stakeholders of LED. . The evidence suggests that this disconnection between the stakeholders is the reason the implementation of LED policies is not successful and that therefore, the goals and objective of such policies are not attained. The following section discusses the state of stakeholder-engagement in LED policy implementation in the RSA.

3.4 The state of Stakeholder engagement in LED policy implementation in RSA

PA in the contemporary era is undergoing an intense change, especially in developing countries like the RSA. This notion is supported by Robinson (2015), who investigates the key approaches of public administration and how these have affected the governments' reform agenda in developing economies. He further examines the changing character of public administration. The main argument brought forward by him is that government is dual in that Public Service Delivery (PSD) is assumed by multiple interconnected actors and dualist as far as multiple inputs and process-shaping policy-making is concerned and, therefore, the state is seen as an actor along with other actors involved in policy discussions and service delivery, and have ceased to be a dominant actor spearheading public policy and its implementation. In his view, persistent problems require a comprehensive undertaking generated from collaboration cutting across organisations and expert knowledge rather than technical solutionswhich have been developed and employed by public agencies in a direct manner. In his analysis, networks of private, public and NPOs are identified as key to the development of the state capacity to address complex challenges and to achieve goals that are collective. Similar to this the RSA LED policy practices are multi-stakeholder regarding the implementation, and all other crucial stakeholders become part of continued learning and

knowledge-sharing. Most fundamentally, national and local levels of government have to steer LED creating essential space and conditions for all stakeholders to engage as this is regarded as the most significant condition for functional LED .(Mills, Koliba, & Reiss, 2018) and (Wekwete, 2014:17). Most local governments in the RSA have LED units whose purpose is to implement plans and strategies effectively, and they have provided a necessary reflectiveness to LED as the pivotal point for local development. However, this strategy has been recognised across the country and the implementation has been focused on the poor which has, unfortunately, not produced a significant impact in terms of reducing poverty and developing sustainable income for communities regarded as being marginalised (Wekwete, 2014). Moreover, this requires implementing locally-owned strategies and in the majority of cases, LED has resulted in becoming something not to do, but a manner in which you conduct things, and this is the recorded experience of local government officials in the RSA (Wekwete, 2014:33).

Recent studies reveal that there are municipalities in the country that have attempted to implement pro-growth LED strategies. For example, Nel & Rogerson (2016) provides a brief overview of changing LED practice and policy in SA and also examines LED initiatives previously adopted by the SA two hundred and seventy eight (278) LG. Nel & Rogerson (2016:116-119) found that while tourism promotion, SMME support and employment creation are the fundamental attention, while agriculture in extensive urbanized context is lower, pro-markets initiatives are largerly dominant in the urbanized or LM classified as Metropolitan Municipalites (MM). The authors established that MM in their LED interventions strategies they mainly focus on supporting already existing businesses, marketing, infrastructure development that will focus on developmental activities, investment strategies, development of precints and the support for factory/industry development. In the authors view, these more comprehensive and diversified approached implemented resonate with more advanced strategy and policy development undertakings persued in MM. The authors conclude that LED strategy and policy applied across the 278 LM have a habit of retaing a pro-poor and local-based focus.

Likewise, Meier, Pardue, & London (2012) found that in the RSA, attempts to realise stakeholder engagement in policy implementation have not been addressed sufficiently and the underpinning factors which are crucial for advocating for effective stakeholder engagement in policy implementation have also not been addressed, while the reforms are of significance. Meier, Pardue, & London (2012) argue that in the RSA, functions and roles of

stakeholders are not defined and there is not a clear framework that outlines how stakeholders can engage with the state through accountable and effective channels, and also, there is a lack of stakeholder training and extensive capacity-building for stakeholders.

Despite the mentioned weaknesses and challenges, there is an increasing body of knowledge that acknowledges that, the RSA has been on the correct path in relation to stakeholder engagement and policy implementation in the last few years. For example, Mago et al., (2013) explore the impact of LED as a strategy of poverty alleviation in the Nkonkobe LM in the Eastern Cape of the RSA. They found that due to stakeholder engagement, partnerships with stakeholders have emerged to be the pillar and imminent direction for the continuation of LED initiatives, goals and objective in the Nkonkobe LM. They established that partnerships between stakeholders has empowered the community with skills and expertise that can be utilised by the LM for the comparative advantage of having crucial human resources that can render a role in the local development. In the same manner, Van Vuuren (2013) determined that LED networks are focal to the attainment of LED policy implementation. They argue that this has been observed in the large cities of the RSA, which have been able to develop LED networks with the PS effectively. His analysis indicates that these networks are advantageous to the stakeholder engagement approach, to the development and implementation of policies and to the the varied roles that stakeholders are to undertake in LED policy implementation. He argues that these networks serve a purpose of enhancing the engagement between stakeholders when assuming their varied roles in implementing LED policies. Similarly, Seduma (2011) examined the impact of LED on the livelihood of Ba-phalaborwa and Mopani communities in Limpopo, RSA. Seduma (2011) established that the Limpopo Province implemented LED policies on a bottom-up approach as a way to improve competitiveness with multi-leveled stakeholders and multi-dimensional sectoral process where skills, ideas and resources of locally-embedded stakeholders are combined and shared to advance the local economy.

3.5 The relationship between Stakeholder Engagement in LED policy and collaborative governance in RSA

RSA municipalities have come to realise and appreciate that the interconnection between government authorities and those governed is as significant as government itself. Therefore, there is now an observed deviation from government to governance. This has led scholars to interrogate this notion. For example, Kamara (2017), explore the paradigm-shift in the approaches of development like LED in the RSA. They argue that stakeholders in the hybrid

approach have the willingness and interest to go further than their knowledge which is conventional to identify solutions that are sustainable for the social mission. They mention that this paradigm-shift ensures that it is encompassing of all governance stakeholders. Similarly, Yushkova (2014) established that collective governance in the RSA is a manner of governing which considers the interests and views of individuals affected by government when these views and interests may be of benefit to the the community at large, NGO's, the private sector, trade unions and any other affected groups or individuals, making alliances and partnerships deemed to be important in local government. This is corroborated by the White Paper on Local Government (WPLG) Section B, which illustrates the kind of leadership required from municipalities when building and developing their respective communities, businesses, organisations and others who can add towards the local development within their geographical jurisdiction. Greffrath & Van der Waldt (2016) believe that it is anticipated that LG is developmental and should be committed to working and collaborating with all its populace and with groups which are locally bound to establish suitable means to meet their socio-economic needs and to enhance the quality of the livelihood of local communities.

Moreover, Afful-Koomson & Owusu Asubonteng (2015) examines the benefits of multi-actor collaboration in local governance. They argue that collaborative governance is the interaction and engagement of state agencies and non-government agencies in a process of collective decision-making.

LED is a mandate of LG in the RSA. Koma (2012) is of the view that interventions by LM, the PS, community and any other groups can contribute towards creating a conducive environment for investors. Sikhakane & Reddy (2011) concur with this notion as they submit that backlogs of services aimed at development make it challenging for municipalities to deal with such issues. Therefore,, municipalities are required to enter into collaboration or partnership with other government agencies, the PS, NGO's, Community Based Organisations (CBOs) and any other groupings or individuals to assist in dealing with these challenges. However, they note that civil society used to render a promoting role which encouraged the grass-roots populace to participate in policy-development. In their view, this role has been extended to include ,but is not limited to: facilitating agreements, recovery of costs in municipalities, promotion and provision of hygiene and health, M & E of projects as well developing local ownership, local municipalities, programmes and projects. They are of the view that these partnerships present risks to accountability as the PS partners do not

subscribe to normal legislative supervision and scrutiny when compared to public entities. For instance, Goldsmith (2019) reports that the Public Investment Corporation (CIP) and Government Employee Pension Fund (GEPF) lost an amount in the region of R20 Billion invested in one of the investing companies in the country. The report reveals that there is an enquiry which is spearheaded by one of the Parliamentary committees. However, for the Parliament to take this investing company to account on public resources, it is believed that this exercise will not produce the intended results of recovering these funds. Furthermore, National Treasury (2018) revealed that the RSA has a considerable amount of experience in formulating partnerships, with a sound legislative framework aimed at ensuring transparency, securing returns for the PS and managing risk. National Treasury reports that, despite this recorded experience and success of the partnerships, the RSA has, the number of new projects and programme transactions has declined in the previous six years, declining from an estimated R10.7 Billion in the financial year 2011/12 to R5 Billion in 2017/2018 financial year. This is a result of cancelled and delayed projects in the security and health sectors. They indicate that government recently initiated a facility for strategic and large infrastructure projects, which promotes the utilisation of the hybrid financial solutions encompassing a combination of debt, grants and equity resources from private and public agencies. The Department of Treasury reports that since 1998, there have been 33 finalised partnership projects where the total combined value of the projects is R89.3 Billion. According to the Department, there are different types of partnership projects founded in contractual agreements, including:

o   Design, Finance, Build, Operate and Transfer;

o   Design, Finance and Operate;

o   Design, Build, Operate and Transfer;

o   Equity Partnership; and

o   Facilities Management Projects.

According to the National Treasury report, these projects include: transport and roads, hospitals, tourism and office accommodation and they have been funded via a combination of debt, equity and, in some cases, government contributed the capital.

Source: (Shawick, 2018:234).

Figure 3.1: Inkosi Albert Luthuli Hospital Public-Private Partnership is one of the completed projects

Various conditions are critical for the success of partnerships: Firstly, there should be robust systems of procurement ensuring that the intended objectives and goals of the project are met; secondly, the implementation of the project should depend primarily on the private sector's ability to render its contracted services in an efficient and timely manner while observing the well-designed quality standards; thirdly; the economic conditions are crucial in ensuring that the private sector as partners can recover their investment; and lastly, there should be a strong political will ensuring the continued support during the course of the project cycle (Mfunwa, Taylor, & Kreiter, 2016:8).

The evidence provided here suggests that the relationships that exist between stakeholder engagements in LED policy implementation are partnerships that are formed due to this relationship. These partnerships are varied and can be described as collaborative governance where different stakeholders are allowed to contribute meaningfully to decision-making and government matters. The following section discusses forms of stakeholder engagement in the RSA.

3.6 Forms of Stakeholder engagement in RSA

Public participation and stakeholder participation has long been a question of great interest in a wide range of fields. For example, Maphazi, Raga, Taylor, & Mayekiso (2013) believe that government regards community engagement and public participation as the core pillar of service delivery and democracy. They argue that it is not something to be done because bureaucrats decide to do it, but it is a constitutional right enshrined in the Constitution. Furthermore, government is obligated by the Constitution to develop systems and structures that will ensure that public participation is undertaken. They submit that this must be be done,

not for purposes of complying with the legislation, but with the purpose of promoting good governance, enhancing the knowledge and understand of how government operates at all levels for the public and empowering the public by ensuring that their participation in government matters is meaningful and effective, Maphazi et al., (2013) were quick to mention that public participation has emerged as a powerful platform for government to enable the public to contribute to the development of their own lives by participating in decision-making processes. The authors argue that public participation and involvement ensures that the public or grass-roots populace has a direct say in public decision-making. Moreover, they revealed that the notion of public participation entails a populace-centered development approach and in their view, the public participation process is intended to enhance democracy through a formal involvement mechanism. Moreover, they further assert that public participation should imply participation in decision-making, policy formulation, implementation, monitoring and evaluation, as well as in sharing of benefits development outcomes and output, and governance equally. In the same way, Thornhill & Madumo (2011) evaluates the legislative structures/framework regarding the roles and establishment of ward committees together with ward-centered planning in the City of Tshwane Metropolitan Municipality (CTMM), argueing that local governments render a key role in providing fundamental services, as a prerequisite for maintaining an acceptable and reasonable standard of living. They contend that, over the previous years, municipalities have been faced with challenges relating to providing fair Public Service Delivery (PSD) throughout the RSA. In their view, the dissatisfaction concerning PSD led to widespread protests in a wide range of municipalities across the country and these protests may have been triggered by different factors such as misaligned structures of LG and the lack of public participation by the members of the community in the decision-making process in government matters. They submit that, in order for the RSA to strengthen democracy, there is a need for government to establish a system of ward committees, in accordance of Section 72-78 of MSA of 1998. They reveal that the purpose of this was to improve PSD by closing the gap between municipal structures and respective communities as the ward committee system has the ability to enhance public participation. Moreover, they highlight that ward committees are concerned with issues related to their respective wards and they advocate for the promotion of local participation in governance matters in order to ensure necessary connection between government agencies and the community. They further submit that ward committees should comprise the councilor, women's representative, religious groups, youth, education, sports and welfare, environment, rate payers, community-based structures, traditional leaders,

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people living with disability, business people and community safety groupings. However, they found that most municipalities establish ward committees with the purpose of complying with the legislation rather than a structure to enhance public participation as, in some instances, these committees are now referred to as development forums, ward forums and residents' associations.

Source: (Researcher, 2019)

Figure 3.2: ward committee in the ID discussing issues of water shortages and other related community issues.

Another significant aspect brought forward by Thornhill & Madumo (2011) in relation to public participation in RSA is the aspect of traditional leaders. They argue that, communities, particularly in rural areas, are afforded an opportunity to participate in local government matters through traditional authorities. According to them, the Traditional Leadership and Government Framework Act (TLGFA) of 2003 acknowledge the tribal level and the connection with local government. They reveal that the traditional council's functions includes, amongst other things, the involvement and facilitation of traditional/rural communities in the municipality's development of the IDP. However, they acknowledge that this leadership system is still faced with challenges which ultimately deter community/public participation. Their analysis finds that it remains a difficult task to establish the coexistence of two conflicting and diverse systems of governance as the traditional leadership lacks precise and clear-cut functions and roles in governance. The TLGFA of 2003 sought to address these challenges and it has been robustly criticised by the tribal authorities for being a framework that follows a western model in its consultation and provision, resulting in an exacerbated mistrust between government and traditional council.

Source: (Researcher, 2019).

Figure 3.3: Meeting of the women in farming in the traditional premises with government officials in Maphumulo

Before 1994, municipalities in the RSA were mainly focused on implementing regulations and service provisions. A study by Subban & Theron (2012) argue that the establishment of the Constitution of RSA of 1996 and recent related policy and legislative frameworks aimed at LG, the role of government, particularly in the local sphere, was greatly expanded whereby municipalities were now required to be development-orientated in their activities and approaches. Furthermore, Subban & Theron submit that the IDP approach was aimed at assisting municipalities to avoid wasteful expenditure and the perpetuation of previous patterns of spending which was observed as a common problem at local government level. In their view, the IDP approach ensured that all citizens and other stakeholders have a minimum allocation of basic services. They highlight that municipalities were mandated to take a driving role in addressing socio-economic challenges by promoting local and social economic development. The authors assert that municipalities are not limited to service delivery, but are also required to collaborate and work in conjunction with National and Provincial spheres of government in the deliverance of the National and Provincial developmental programmes at the local level. Additionally, IPD entails that municipalities' planning must involve the community, civil society, municipal officials, business community, NGO's and any other stakeholder in the planning and decision-making of the municipality. Malefane and Mashakoe (2008:473). IDP is a framework that directs the activities of local government, agencies, NGO's, private sector and corporate service providers within the jurisdiction of the local area (Malefane & Mashakoe, 2008:476). Similarly, Rogerson & Nel (2016) submit that IDP is a municipal approach that allows the engagement of all stakeholders in the search for solutions to attain the long-term social and economic development.

Another form of engagement is presented by Baloyi & Lubinga (2017) who argue that, in the light of the stakeholder participation approach adopted by government, the tool adopted by LG, particularly in rural areas like Izimbizo, which have over the years been used as a tool to bridge communication and address PSD backlogs found that this form of engaging stakeholders has become a favorable platform of engagement based on its ability to allow direct engagement between the community and government officials.

Generally, there is an existing perception that consultation is well-executed at the municipal level. Nonetheless, there are programmes for public participation such as Community IDP hearings, Izimbizo, IDP Representative Forums, meetings and other community-centered forums (Valeta & Walton, 2008:380). However, Valeta & Walton highlight that there is a general observation that seems to indicate that the process of consultation is normally followed for the purpose of compliance rather than for the intended purpose.

3.7 Chapter summary

The aim of this chapter was to examine stakeholder engagement in LED policy implementation in the South African context. Furthermore, the chapter briefly discussed the background and development of LED policy in South Africa, followed by LED policy-implementation and stakeholder engagement in South Africa. The last part of the chapter briefly discussed the relationship between stakeholder engagement in LED policy implementation and collaborative governance where partnerships are discussed. Lastly, the chapter discussed the most used forms of stakeholder engagement in SA.

CHAPTER 4: RESEARCH METHODOLOGY

4.1 Introduction

In this chapter, the researcher provides a summary of the methodology used. This summary pays attention to the framework of the study to find solutions to the study problem brought forward by Creswell (2017). This chapter comprises various sub-sections namely: research paradigms, research methodology, research design, research approach, research site, study population, sample size, recruitment strategy, data collection methods, data quality control, data analysis, ethical consideration and limitation of the study. The application of the methodology is exercised with an aim to secure more understanding concerning the role that Swiss funding had in aiding Local Economic Development in the ILembe district. It further seeks to identify how stakeholder engagement can enhance the funding operations and governance. Lastly, it seeks to identify community involvement in the funding partnership.

4.2. Research Paradigms/ World Views

World views or paradigms are defined by Creswell (2017:6) as 'a connation of fundamental set of views or beliefs that direct action'. He argues that, the researcher before attempting to undertake the study, must be guided by philosophical assumptions namely, a point of view towards the essence of reality (ontology), how the researcher came to be aware of what he or she comprehended the phenomena (epistemology), the role played by values in the research (axiology), what type of language is to be used in the study (rhetoric) and what methods are to be used in the research. Moreover, Creswell highlights that these views held by distinct researchers normally lead to deciding whether the quantitative, qualitative and mixed methods approaches are to be used in their study.

There are a variety of definitions in the body of knowledge for research paradigms or worldviews. For instance, Mackenzie & Knipe (2006) concurred and provided a similar definition to that offered by Creswell. Mackenzie & Knipe state that research paradigms or worldviews are a collection of rational, related assumptions, propositions and concepts that orientate thinking and research. In their view, the paradigms or worldviews have three elements: assumption or views about the convention of knowledge, criteria of validity and methodology. According to Creswell (2015), there are four different research paradigms/worldviews: social constructivism, post- positivism, pragmatism and participatory advocacy.

The posture maintained and taken by this study is pragmatism. Pragmatism is described by Creswell (2014:11) as a worldview or research paradigm that is not dedicated to any system of reality and philosophy. It adopts and applies to research a mixed method, where researchers draw freely from both qualitative and quantitative assumptions when undertaking research. Pragmatists in Creswell's (2014) view do not observe the world as a complete unity and research occurs in historical, political, social and other contexts. This research paradigm, or world view, was useful in this study research; therefore, a mixed research method was adopted and employed in comprehending the experience and views of SILEDP stakeholders regarding stakeholder engagement. Furthermore, Du Plooy-Cilliers, Davis, & Bezuidenhout (2014) highlight that worldviews are better comprehended when explored in relation to their ontological, epistemological and axiological standings.

4.2.1 Epistemology of pragmatism

Epistemology deals with how knowledge is acquired and various methods of knowing. In essence, it refers to the study of knowledge (Du Plooy-Cilliers et al., 2014:23). Moreover, epistemologically, in this research presumes that the paramount method is that which is able to solve the lack of stakeholder engagement in decision-making and government matters with the purpose of overturning the situation.

4.2.2 Ontology of pragmatism

On the one hand, Ontology can be described as the study of actuality, what actuality/reality is and how one has come to acquire an understanding of what reality is (Du Plooy-Cilliers et al., 2014:23). Ontologically, this study presumes that the actuality or reality of stakeholder engagement and how it has impacted on all stakeholders of SILEDP in decision-making in the programme. It is continuously negotiated; interpreted and debated taking into account the usefulness of stakeholder engagement in the persisting social and economic challenges experienced by all stakeholders that needs collective/collaborative action (Patel, 2015).

4.2.3 Axiology of pragmatism

Axiology is described as the study of values which provides the research with an understanding of what is valued in a certain paradigm (Du Plooy-Cilliers et al., 2014:23). In terms of axiology and consistency with the pragmatists' perceptions, this study presumes that the values are constructed from the lived experience and their change can be determined by time and space. These values are developed by people and they cannot be

pre-arranged (Patel, 2015). In this study, the respondents in their varied experiences and environments determine their values.

4.3 Research Strategy

Research strategy is described by Creswell (2014:12) as a type of inquiry within qualitative, quantitative and mixed methods designs/approaches that renders unambiguous direction for procedures to be followed in research design. For this study, a convergent parallel approach was applied. Creswell (2014:15) describes the convergent parallel approach as a strategy utilised in mixed-method where the researcher joins the qualitative and quantitative data for the purpose of providing a comprehensive collected data analysis of the problem under investigation. In this research strategy, the researcher gathers data concurrently from both research designs and separately analyses them, then the results are compared to ascertain if the findings disconfirm or confirm one another.

This strategy is time-efficient as it allows the researcher to gather and interpret data concurrently to establish if there are contrasting findings from both research designs. Therefore, to comprehend the impact and degree of stakeholder engagement in SILEDP LED policy formulation, implementation and governance, the researcher gathered data utilising survey questionnaires, while concurrently conducting face-to-face/ one-on-one in-depth interviews with the respondents.

4.4 Research Design: Mixed-Method

In order for the researcher to evaluate the degree of stakeholder engagement in SILEDP from the perspective of a pragmatist, this study applied a mixed-method research design. There is a large volume of literature that has been published that elaborates on research design. Research design is the plan and processes to be followed (procedures) for a study that spans decisions from a broader assumption detailing methods of information gathering and analysis (Creswell, 2017). Furthermore, Creswell indicates that the selection of a particular design is informed by the nature of the challenge being addressed, researcher individual experience and the audience of the research conducted. Moreover, Humphries (2017) states that research-design renders the researcher a vivid research framework that provides guidance regarding decisions, methods and sets of fundamentals for interpretation and gives a sense of the operations to be undertaken for the purpose of being able to test particular hypotheses under provided conditions. Mixed-method design studies integrate the qualitative and quantitative designs in the study methodology of one study or multi-level study and they

utilise triangulation as a tool to combine both qualitative and quantitative designs (Creswell, 2017). Furthermore, Creswell mentions that these approaches or designs should not be viewed as polar opposites as they are not discrete, but represent opposite ends of a continuum. This study seeks to determine the degree of stakeholder engagement in SILEDP, therefore, in this study, a mixed method was useful. These research methods are discussed below.

4.4.1 Qualitative research design

In applying a mixed-method approach, qualitative research is a research design which is described by Silverman (2016) as a wider sense that creates descriptive data where individuals' own spoken or written words and behaviour is observable. He further indicates that qualitative research is beyond data-collection techniques as it is an approach that is utilised in the empirical setting. Moreover, Silverman highlights that qualitative research is concerned with individual meaning which is attached to the individual's life and its perspective is to comprehend individuals from their frames of orientation, and experiencing reality as it occurs. Qualitative research is used to explore and comprehend the individual meaning or group meaning when attributed to community-based challenges or problems. In this process, emerging questions and procedures are involved, and data is typically gathered from the participant's setting (Lewis, 2015). The rationale for applying qualitative research was that it presented opportunities to the researcher to acquire the unknown knowledge and experience from participants in an interactive (focus groups and interviews) manner and by observing behaviour that led the researcher to be able to understand and acquire knowledge, experience and real life events as they occur. This research study utilised focus groups and face-to-face interviews as tools to gather data. A description of these tools is outlined in sections 4.7.2 and 4.7.3.

4.4.2 Quantitative research design

Quantitative Design is described by Hartas (2015) as a scientific inquiry that embraces both experimental and other organizsed or systematic methods that stress control and quantified methods of performance. He argues that it is a research design where measurements and statistics are central because they are a link to observation via empirical and mathematical expression. The non-experimental quantitative research was used to examine the situation of stakeholder engagement and community engagement (survey questionnaires). Non-experimental quantitative research was applied, based on its ability to collect data which are

presented by the respondents based on their knowledge and experience of the problem being investigated. This provided a clear picture and understanding to the researcher concerning the current reality which ensured that the recommendations are aligned to the findings of the investigation. In this study, survey questionnaires were utilised to gather data and a description of these is outlined in section 4.7.1.

4.5 Research site

This study was conducted at four different sites because the stakeholders of the SILEDP under study are varied and represented by different institutions and bodies. Firstly, it was conducted at the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), Simunye Board room located at 270 Jabu Ndlovu Street in Pietermaritzburg. Secondly, the study was conducted at ILembe District Municipality (IDM) located at 52 Mahatma Ghandi Street in Stanger, in the Council Chambers. Thirdly, the study was conducted at ILembe Chamber of Commerce Offices located at Ballito Business Park on the Dolphin coast. Lastly, the study was conducted at Lindelani Community Hall Section E in KwaDukuza. All of the above mentioned institutions and bodies are stakeholders of the SILEDP.

4.6 Target Population and Sampling

Literature suggests that a targeted population is a group of individuals whom the study results and recommendations will apply to or the group of elements that the researcher considers to be relevant (Algozzine & Hancock, 2016). The target population of this study is a group of persons or individuals, who were considered to benefit from, invest in, administer and coordinate the SILEDP. The target population for this study consisted of 657 692 individuals. Of the 657 692 people, 25 were from EDTEA, 20 were from IDM, 20 were from ICC, 15 were from SSEA and 657 612 from the community.

4.7 Sampling Strategies

Sampling refers to a process of selecting a certain/particular targeted set of individuals with an aim of representing the population, while a sample are actual individuals or elements selected by the researcher to represent the population in the study or research (Creswell, 2015). According to Gentles, Charles, Ploeg, and McKibbon (2015) sampling strategy is often referred to as sampling technique, method and data-collecting strategy. They further highlight that sampling strategy is how the researcher select his or her sample or sources of data. There are two fundamental sample strategies in social science studies which are:

Probability and Non-Probability Creswell & Poth, (2016). The design and nature of this research study influenced the application of non-probability sampling strategies or techniques. Therefore it was adopted and applied. Normally, participants for Focused Groups Discussions (FGD) and interviews (the qualitative feature of the study) are in general based on the non-probability sampling and purposive sampling technique (Creswell& Poth, 2016).

The application of non-probability sampling in this study, which is described by Creswell (2017:21), as a strategy which is often utilised by researchers to select a sample that is knowledgeable and experienced amongst the population. Therefore, the researcher selected this sampling strategy as it provided options for the researcher to select participants who have knowledge and experience of the studied phenomenon. The study selected participants from KZN EDTEA, IDM and ICC as they are directly involved in the Swiss funding of LED projects and programmes in ILembe District.

This study employed purposive sampling which is defined by Gentles et al., (2015) as a selection of sources of information or participants to be used in the research study and their selection is based on the assumed richness, experience and relevance of data with regard to the study's questions. Furthermore, they argue that the power and logic for purposive sampling rests in selecting knowledge-rich cases for the in-depth research allowing the researcher to learn about the central issue being investigated and its significance. Moreover, they indicate that purposive sampling often produces an in-depth understanding and insight. The application of purposive sampling in this study was adopted because participants who are experts and knowledgeable in the topic examined or investigated are found in KZNEDTEA and who have been identified as the Chief Director and Director of LED, ILembe District Municipality, the Director for LED and his or her subordinates and ICC, the General Manager of LED, Manager of LED and Small Business Development unit Manager, Area co-ordinator from SSEA, five community group leaders and 50 people from the community who have shown signs of interest in the programme.

4.7.1   Sample size

The sample for this study research consisted of 105 participants. Out of these participants, 50 were from the community that the programme sought to assist and benefit, ten were the representatives of SSEA, 15 were the ICC representing the PS, and 15 were the government officials consisting of IDM and EDTEA respectively. From the sample 54 participants were surveyed because they gave consent to participate in the study, while 40 participants

participated in the focus groups as they also gave consent to participate in this study and 11 respondents were interviewed and they all played a leadership role in their respective institutions and they gave consent to participate. The size of the sample is illustrated in Table 4.1

Table 4.1: Description of sample size

Administrative Divisions of ILembe Swiss Funding		Population number	Population	Sample	Sampling method	Questionnaire	Interview	FGD (members per group)
KNZ EDTEA	Regional Local Economic development Unit.	25	15		Purposive sampling	5	2	8
ILembe District Municipality	Local Economic Development Unit	20	15			9	2	4
ILembe Chamber of Commerce	Small business development unit	.20	15			5	2	8
SSEA	ILembe District Unit, area coordinators	15	10			5	-	5
Community	Community representative	**657 612**	50			30	5	15
TOTAL		**657 692**	**105**			**54**	**11**	**40**

Source: The Researcher, 2019.

4.7.2 Recruitment Strategy

Subsequent to receiving the gatekeepers' permission allowing the researcher to undertake the study from EDTEA, IDM, ICC, SSEA and five community organisations, the researcher telephonically contacted the respondents and co-ordinators as the dates to conduct the study approached. The researcher further made visits to remind the respondents while handing over posters to be displayed at strategic notice boards and hallways where the respondents could easily see the notice and be reminded of the study. (See appendix D).

4.7.3 Data-gathering method and description of instruments

Below are various ways through which data was collected. The description of the data-gathering instruments is also presented.

Surveys: Questionnaires

This study adopted surveys as a data collection tool. The use of surveys is a conventional way of undertaking research as they are mostly used in non-experimental descriptive research that strives to describe reality (Mathers, Fox, & Hunn, 2007).) The advantages of utilising a survey as a data-collection tool in the study are that it is less costly and it is flexible and can be conducted in a variety of ways which may include sending e-mails, allowing the researcher to locate participants remotely who may be identified as busy due to the commitments of their daily lives (Mathers et al., 2007). Furthermore, Navarro-Rivera & Kosmin (2011) indicate that surveys give both the researcher and respondents freedom to provide unambiguous and honest responses. According to Gillham (2008), a questionnaire is one of the survey instruments utilised to gather data from persons by means of posing questions directly or indirectly to the respondents. For the purpose of this study, a descriptive questionnaire with open-ended and closed-ended questions was given to the participants. The researcher distributed five questionnaires to KZNEDTEA LED units in Pietermaritzburg, nine questionnaires were sent to ILembe District Municipality. The researcher distributed five questionnaires to SSEA's; the researcher further distributed four questionnaires to ICC officials in the ILembe District and distributed 30 questionnaires to community groups also in the ILembe District. These questionnaires were personally supervised and consisted of two phases: Phase 'A' asked for biographic information from the respondents and Phase 'B' consisted of questions that were related to the study questions. The questionnaires were administered using paper and they were completed by selected participants during the first phase of the process. This enabled respondents to answer questions that require specific responses, but also provided the opportunity to elaborate further if the need should arise.

In-depth interviews

For the purpose of this study, interviews were applied. An interview is an engagement or conversation whose aim is to collect a description from the person being interviewed with regard to his or her interpretation of the understanding of the phenomena being described. (Alshenqeeti, 2014). Moreover, Alshenqeeti describes interviews as prolonged conversations between collaborators that focus on gathering intensive information regarding a particular subject or topic through which the interpretation of the phenomenon could be made drawing from information received in the interview process. He further argues that literature has shown that in social-science research there are four types of interviews that the researcher may adopt, and these include: structured interviews, open-ended (unstructured) interviews,

focus-group interviews and semi-structured interviews. For the purpose of this study semi-structured interviews were chosen which are described by Alshenqeeti as flexible versions that enable depth to be attained by rendering an opportunity to the researcher to probe and expand the response received from the person being interviewed and the researcher must have prepared a checklist in advance which assists the researcher to cover all relevant areas.

This type of data collection tool was chosen for this study, based on its ability to allow the researcher flexibility to probe further when he felt that the respondent was withholding some information for various reasons and for its ability to allow the researcher to interact with the respondents in order to acquire first-hand data. The study conducted two interviews with KZNEDTEA senior officials, the Chief Director and Director of the LED unit, two interviews with ILembe District Municipality senior officials involving the Director and Assistant Director of the LED unit; one interview with the ICC senior official who is the General Manager and five interviews with community leaders. The interviews were two hours long and the number of days on which the interviews were undertaken were two days. The researcher adopted an open-ended interview approach allowing the respondents to give a detailed explanation of the answer. The researcher requested permission from the respondent to use a tape recorder in the process and, amongst the interviewees, only the KZNEDTEA participants acceded to the request while others denied the researcher to tape- record the interviews. The researcher ended up writing notes for data recording purposes.

Focus-Group Discussion (FGD) data collection tool
This study adopted FGD as another means of collecting data. The FGD data collection tool is described by Carey & Asbury (2016) as a well-planned session with the aim of leveraging synergies emerging from interaction from the respondents or participants. In their view, this encourages participation in a well-orchestrated setting. They further advise that researchers must explore a more latent approach to content while using the opportunity to probe so driving the session to a more fruitful and anticipated conclusion. Notwithstanding the advantages of using focus-groups as means of collecting data, they indicated that there has been criticism directed at this particular tool as most scholars believe that respondents tend to withhold information due to intimidation and conformity.

This study adopted FGD as it allowed the researcher flexibility to observe reaction, to probe further and to get synergies from participants. FGD was used with officials who are junior as it was believed they would have freedom to express their views on the matter and the groups were small with varied individuals in the demographic, whose reactions were examined in an

open, guided discussion regarding the problem being investigated (Creswell, 2015). The reason for having FGD that were small in numbers was that the researcher was trying to address the criticism and eliminate any form of intimidation and conformity; and allow the participants to be free as much as possible. The study had eight (8) junior officials in one group from KZNEDTEA; four participants from IDM LED unit, five (5) SSEA junior officials in one group to have discussions with and answer questions presented by the researcher. The ICC had eight junior officials in a single group discussing and answering the questions as asked by the researcher and 15 community members from different local municipalities within the district were in one group discussing and answering questions as set out by the researcher. The FGD took two hours each and open-ended questions were used allowing the researcher to probe further when the respondent appeared to be withholding information, but the researcher was cautious. The process of conducting FGD took three days and the researcher had pre-planned questions. The researcher also requested permission from the group to record the session. However, amongst the individuals some were not comfortable with being recorded and the researcher was of the view that in order for the FGD to go smoothly without any challenges, the tape recorder was not used and notes were taken as means of data capturing.

Documents and Archives

This study also consulted documents and archival records. This permitted the researcher to investigate available information stored in documents and archives (Cheng & Li, 2015). According to Bowen (2009), consulting documents and archival data collections is a coherent form of re-looking and analysing documents with the aim of providing direction and in comprehending material in order to develop an empirical knowledge-base. Documents are reviewed as an integral part of document analysis which may include journal articles, books, institutional or organisational documents, newspapers, data surveys and different public records. Documents and archives were consulted in this study as they provided knowledge of advantage to the researcher concerning the topic before going to the field to collect data. This eliminated any doubt from the respondents about the researcher's ability to interrogate the subject of the study. The researcher was mindful that document and archiveal analysis in research pose limitations. However, the researcher attempted to establish the credibility, authenticity, meaning and representativeness of content contained in the documents consulted (Wagner, Kawulich, & Garner, 2012). Nevertheless, documents and archives had relevance

for this particular research study as they provided more understanding to the topic under study. Examples of documents which were analysed in this study are as follows:

- Government institutions annual reports and Performance Plans;
- The iLembe District Municipality Integrated Development Plan;
- Terms of Reference of the iLembe Swiss LED programme;
- Close-out Reports for the previous financial years for the iLembe Swiss LED progamme; and
- Articles, journals and any other relevant documents.

4.7.4 Data quality control

To control the quality of methods used to collect data, this study utilized:

Trustworthiness

Du Plooy-Cilliers *et al.*, (2014) submit four categories of trustworthiness and these are dependability, conformabilty and credibility. Therefore, for the researcher to determine the quality of data collection techniques, this study applied credibility and dependability.

- **Credibility**

For the researcher to be able to properly interpret the collected data; he or she must be able to be accurate and take the matters of credibility into account. Credibility is described by Du Plooy-Cillers (2014:258) as an exhaustion of the comprehensive time the researcher spends with the participants to gain a more in-depth understanding of their circumstances or situation, increases the credibility of the data collected and the results thereof. In this study, the researcher allocated two (2) hours to each individual respondent (in-depth interviews) and also 2 hours to each FG. The researceher admimistered the questions to various SILEDP stakeholders (51), respondents were also given 2 hours to complete the questionnaire.This was done for the purpose of the researcher to understand the situations, environment and experiences of the stakeholders of the SILEDP and also to gain the respondents trust and confidence. Due to time constrains, the researcher could not afford to provide more time to respondents, however, the 2 hours given sufficed and issues of credibility were adhered to thereof.

- Dependability

The study conductor also determined the dependability of the research study. Du Plooy-Cilliers *et al*., (2014:259) describe to dependability as the "quality of the process of

integration that takes place between the data collection method, data analysis and the theory generated from the data". For the researcher to advocate for dependability, data was double coded. Double coding is describd by Kumar (2019:343) as the "process of coding a set of data and re-coding the same data after a certain period of time in order to compare the results with the first ones"

Reliability and validity

In this study, reliability was utilized to point to the fact that "different participants being tested by the same instrument at different times should respond identically to the instrument" (Du Plooy-Cilliers *et al*., 2014:254). On the other hand, validity was merely about finding out if the study measured what was intended to be measured. In other words, the study was valid if the findings revealed what was happening in the given situation. For the purpose of this study, the researcher ensured reliability by taking care that the questions for the survey were in simple language and without ambiguity. The researcher carefully selected the sample size to be able to generalise the results in order to ensure the validity of the study.

4.7.5 Measurements

This study applied a Likert scale as a measurement. A Likert scale requires respondents to show the extent to which they disagree or agree with a posed statement related to the object or attitude (Du Plooy-Cilliers et al., 2014:159). In this study, to measure the attitude of the respondents a five-point Likert scale was utilised, where one: was strongly disagree, two: disagree, three: somewhat agree, four: agree and five strongly agree. (See Appendix A). The expected Crobach's alpha coefficient of reliability was a moderate result of not less than 0.73.

4.7.6 Data Analysis

Data analysis is a process of analysing, checking, re-organising, polishing and moulding the gathered data with the aim and purpose of identifying functional data, recommendations, conclusion, and support of decision- making (Creswell, 2015). In this study there were two sets of data collected which were qualitative and quantitative. Both sets of data were analysed, classified and interpreted. Moreover, there are four significant guides that molde the use of mix methods which are identified by Creswell (2009:206) as timing, weighing, mixing and theorizing. In this study an exploratory sequential design was applied where Cresswell (2015:40) labels it as a "three-phase design" to explore the problem under

investigation through qualitative means, followed by developing and applying the instruments. Qualitative data was initially collected, although both data carry equal weight and importance; there is an existing interaction amongst qualitative and quantitative data as illustrated in Figure 4.1. Nevertheless, qualitative elements therefore take precedence.
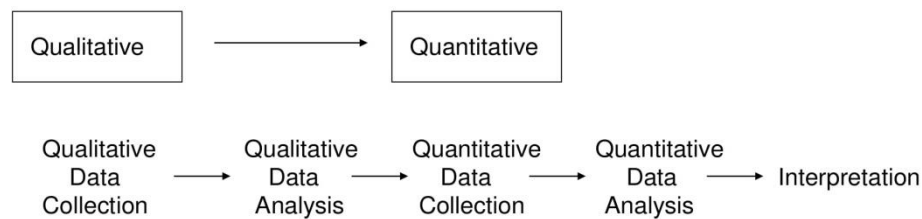
Source: (adapted from: Happ, Dabbs, Tate, Hricik & Erlen, 2006:6)

Figure 4.1: Illustrate the exploratory sequential design applied in this study

In this study, themes, quotes and other matters emerging frm FGD were "transitioned into quantitatve instruments measurement and desing for more qualitative examination involving various SILEDP stakeholders and methods thereof (Cresswell, 2015: 39 &95). The collected data were from five SILEDP divisions which involved government officials, programme coordinators, local business representatives; leaders of the community, the community and others (quantitative). Concurrently, those regarded as government senior officials; leaders of community groups and senior leaders of the PS were treated independently. The results of the data analysis from these divisions and groups were therefore analysed in isolation and interpreted as shown in Figure 4.1. Moreover, both qualitative and quantitative are therefore complementary and have equal priority with regards to weighing to the conclusion of this study. In addition, the researcher conducted interviews with senior government officials, community leaders, leaders of business groupings to establish their role, experience, views and opinions regarding stakeholder engagement prompted by SILEDP. Lastly, the study of hermeneutics analysis, pattern of respondent's behavior, content analysis and discourse were systematic to the data interpretation and analysis for both FGD and interviews. The attained meaning from FGD and interviews help the research conductor to comprehend and interpret the results acquired through qualitative instruments.

Moreover, the researcher utilised the chi-square test to test and analyse the relationship between five categorical variables and when the variables were observed to be normal, the

chi-square became one of the suitable statistics methods to test a hypothesis (Creswell, 2014). The study applied and adopted cross-tabulation by offering an emerging theme of the research question within all five divisions concurrently to analyse and compare the results between five divisions under study. The value of the chi-square that exceeded 0.05 was regarded as insignificant.

4.8 Ethical Consideration

In governance and administration studies, ethics for academics and professionals are the traditional format for principles of morals (Beals & Woolfolk, 2017). The central role for ethics in research studies is to manage the developing synopsis in research as this is believed to affect a variety of research stakeholders which include researchers, respondents, institutions of academia and communities who participate and benefit in the research (Du Plooy-Cilliers et al., 2014). The researcher must consider the following when conducting his or her study (Beals & Woolfolk, 2017):

4.8.1 Informed consent

Researchers must consider and be consistent in a commitment to a person's autonomy. Participants in the study have a right to be informed in advance about the nature and consequences of the research study they about to be involved in and they must agree to participate voluntarily and the agreement must be based or informed by open and full information. In this study, the participants were informed beforehand concerning the nature of the study, the objectives the study, what the researcher seeks to achieve and where and how the study was to be used. By doing so, the researcher took into account the principles of informed consent and made it a point that the consent of the respondents was received before hand or earlier.

4.8.2 Deception

In principle, research is against deception and the study must not be deceiving. This study was truthful, transparent and considered issues of trust. This was achieved by highlighting (by means of synopsis) the objectives of the study and also by letter of consent which highlighted all these components and was signed by the participants agreeing with the terms. The researcher made it a point that the synopsis provided to the respondent was provided in a language they can understand to avoid misunderstangins that may arise caused by language barriers.

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4.8.3 Privacy and confidentiality

Protecting and safeguarding the participant's identity and private information was adhered to at all times. Name-coding of participants was used to protect the identity of the respondents. The research will be the property of University of KwaZulu-Natal for a period of five years.., The University of KwaZulu-Natal (UKZN) will have ownership of the research and it will be stored safely. Furthermore, participants were made aware that their identity will at all times be protected. Lastly, in this study, codes were used such as FG1 R1 which means Focus group 1 respondent 1 and IR 1 which means individual respondent 1. A summary demonstrating the coding is illustrated in Table 4.2 illustrating the respondent's name and coding. A full description is provided in Appendix H

Table 4.2: Description of codes (Code H)

Division	Code	Description	Total number
EDTEA	FG1R1	Focus group 1 respondent 1	7
	IR	Individual respondent 1	2
IDM	FG2R1	Focus group 2 respondent 1	4
	IR	Individual respondent	2
ICC	FG3R1	Focus group 3 respondent 1	8
	IR	Individual respondent	2
SSEA	FG4R1	Focus group 4 respondent 1	5
Community	FG5R1	Focus group 5 respondent 1	15
	IR	Individual respondent	5

4.8.4 Accuracy

Making sure that information is accurate is a principle which is cardinal. Fabrication, omission, and fraudulent material and practices are non-ethical and non-scientific therefore, they were not applied in this study. The researcher wrote notes when conducting interviews and during focus group meetings. Permission was sought from the respondents beforehand allowing them time to make a proper decisions and this procedure was granted.

4.8.5 Gate-Keepers' letters

It is of great importance to make sure that the permission to conduct the study is sought and granted by the Accounting Authority of the identified institutions to render data for the research. The researcher, therefore, sourced gate-keepers' letters from the respective institutions. Signed letters are attached in the appendix section of this particular document.

4.9 Limitations of the study

The major limitation of the study was the lack of adequate resources which limited the researcher from involving the Swiss government. Furthermore, the refusal of the respondents to be audi-recorded in the interviews and FGD caused some limitations as the researcher was also focused on being accurate when writing notes.

4.10 Chapter summary

This chapter offered a comprehensive explanation of the methodology that this researcher applied and adapted in understanding the challenges and the degree of stakeholder engagement in SLEDP. The chapter discussed the research methods applied, research word views, research design and approach, the study targeted population and sample, data-collection instruments and methods, data analysis, and data-quality control. The study discussed issues of ethical consideration and limitations of the study.

CHAPTER 5: DATA PRESENTATION AND ANALYSIS

5.1. Introduction

The previous chapter discussed and highlighted the application of the research methodology in relation to this study. This current chapter presents the data collected through surveys, interviews, FGD's, documents and archives. This chapter renders and simplifies data in a graphic form.

5.2. Demographic Information

This section presents the biographical data of respondents of the Swiss ILembe Local Economic Development programme stakeholders. Figures 5.1 – 5.4 illustrate data about the study participants in relation to age, gender as well as the level of education and the participant's category. This data was collected by means of survey questionnaires.

5.2.1. Gender of Participants

One of the most fundamental issues in research is to establish the gender of participants/respondents who are stakeholders of the Swiss Local Economic Development Programme (SLEDP) in IDM. For the purpose of this study, it assisted in comprehending which gender is mostly represented as a stakeholder of the SLEDP. Figure 5.1 below illustrates the gender of the participants/respondents
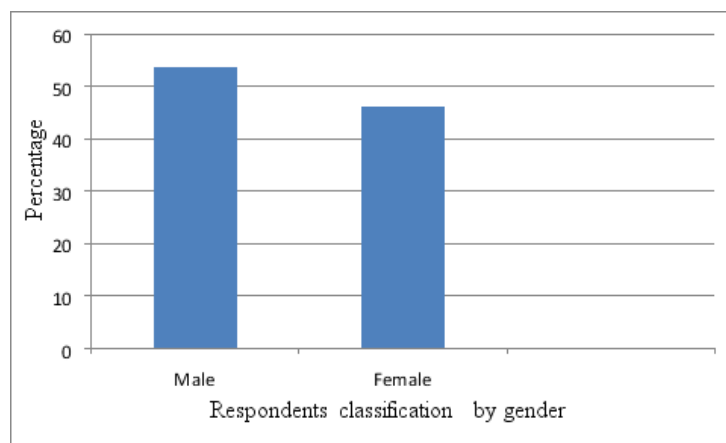
Source: Researcher (2019)

Figure 5.1: Respondents classification by gender

From Figure 5.1 as illustrated above, it can be observed that male respondents outnumber the female respondents. The percentage of male respondents is 53.7 percent while the female

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respondent is 46.3 percent. Interestingly; males continue to dominant when it comes to issues of decision-making. This result may suggest that there is still more that needs to be done in ensuring that women in the country occupy positions of decision-making. Another possible explanation of this result could be that women in rural areas are still somehow considered to be inferior to their male counterparts. This is rather disappointing as one would expect that females are more dominant than males in such matters considering the efforts made by government in redressing the gender-equality injustices that were experienced in the past.

5.2.2. Age Category

The researcher was of the view that age has an impact on how the respondents apply themselves and, therefore, it was imperative to ascertain the category of age of the respondents. Figure 5.2 below illustrates respondents' age classification.
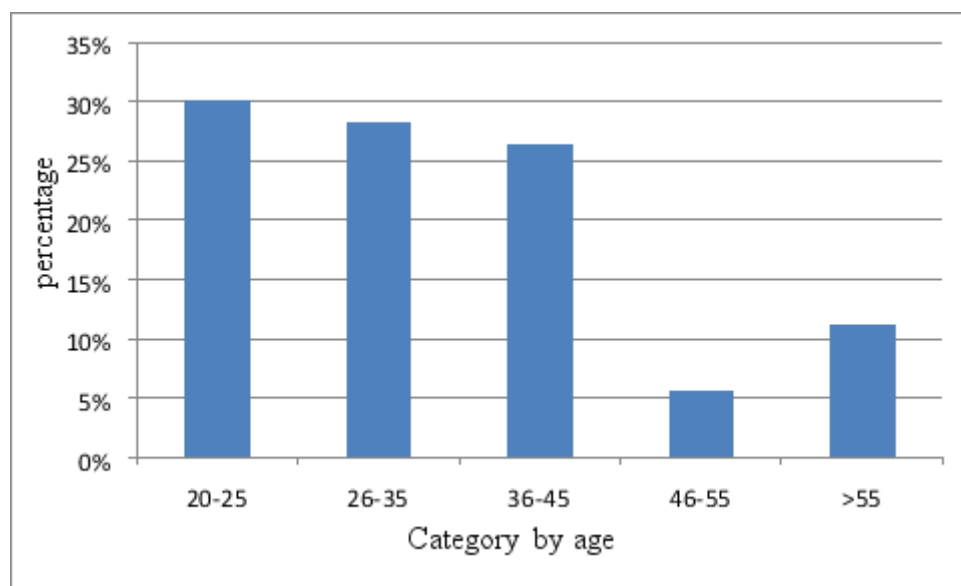
Source: Researcher (2019)

Figure 5:2: Respondents classification by age

As demonstrated in Figure 5:2, the respondents were over the age of 20. The percentage of participants between the age group of 20-25 was 29.6 percent while the percentage of respondents' who are in the age group of 26-35 was 27.8 percent. Furthermore, the percentage of respondents grouped between 36 and 45 years of age was 25.6 percent, while those who in an age group of 46-55 was 5.6 percent and those above 55 was 11.1 percent. From Figure 5.2, it is apparent that the majority of respondents are those who were in the age

group from 20-25, followed by 26-35. It was rather interesting to see the majority of the stakeholders of the SLEDP being those regarded as the youth. This may suggest that the scarcity of employment in South Africa compels the youth to explore and harness other opportunities that may be presented to them besides looking for employment.

5.2.3 Marital Status

The researcher was also of the view that the marital status of the respondents has an effect on how they apply themselves when providing answers to the survey. It is in this regard that the researcher needed to determine the marital status of the participants. Figure 5.3 below illustrates the respondents' marital status.
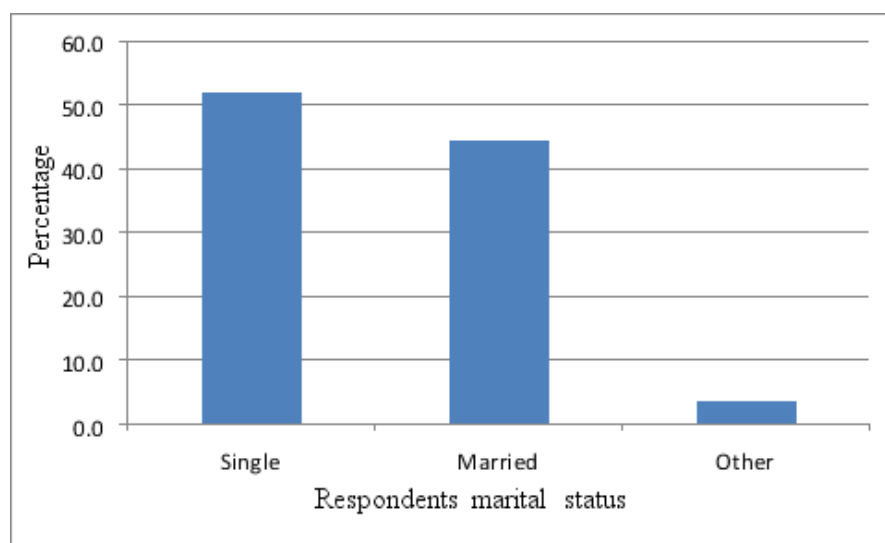
Source: Researcher (2019)

Figure 5.3: Marital Status

It can be observed from Figure 5.3 that the majority of respondents were single (51.9 percent), while the married respondents were 44.4 percent and the other was 3.7 percent. From Figure 5.3, it is clearly visible that the majority of respondents were single. This could be caused by the fact that the majority of the study respondents were the youth age between 20- 25 and, therefore, considered to be too young to be married.

5.2.4 Level of Education

The researcher was of the view that in order to understand the level of the respondents' comprehension regarding stakeholder engagement and to also see how influential, impactful and knowledgeable they are in terms of understanding their roles as stakeholders in the

programme, levels of education were important to establish. Figure 5.4 below show the overview of respondents' level of education.
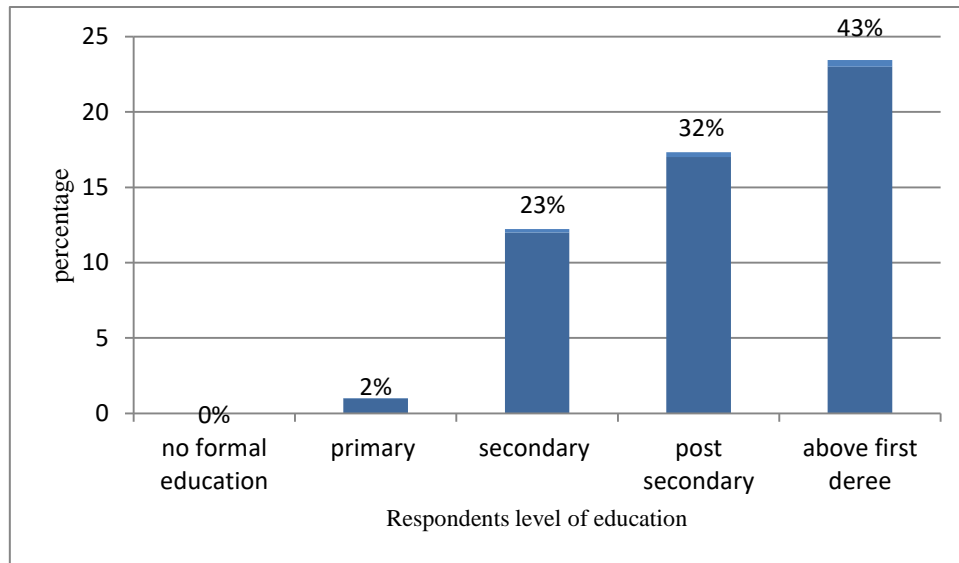
Source: Researcher (2019)

Figure 5.4: Classification of respondents' level of education

It can be observed from Figure 5.3 that the majority of respondents were above first degree education level with 55.5 percent. Only 3.7 percent of respondents had only primary education, while those who had post-secondary education level were 22.2 percent and those who had secondary level of education were 18.5 percent. From this result, it is of significace to note that the lion's share of SLEDP stakeholders who participated in this study had above the first degree level of education. This may be caused by the high rate of youth unemployed graduates in South Africa, forcing youth graduates to explore other avenues to acquire income to sustain themselves and families other than employment. Mostly, the participants in this research were the youth with higher education qualifications and it was dominated by males. This finding suggests that youth in rural areas are educated. However, there remains a lack of employment opportunities. The researcher's view is that this can assist government to understand unemployed youth-graduate frustrations in acquiring employment and are now exploring other avenues of making income. Therefore, proper support like SLEDP is needed across the country, especially in rural areas.

5.2.4. Participant Category

The researcher needed to understand the participant's category as to which grouping they belong to. Figure 5.4 below illustrates where the participants of this study belong.
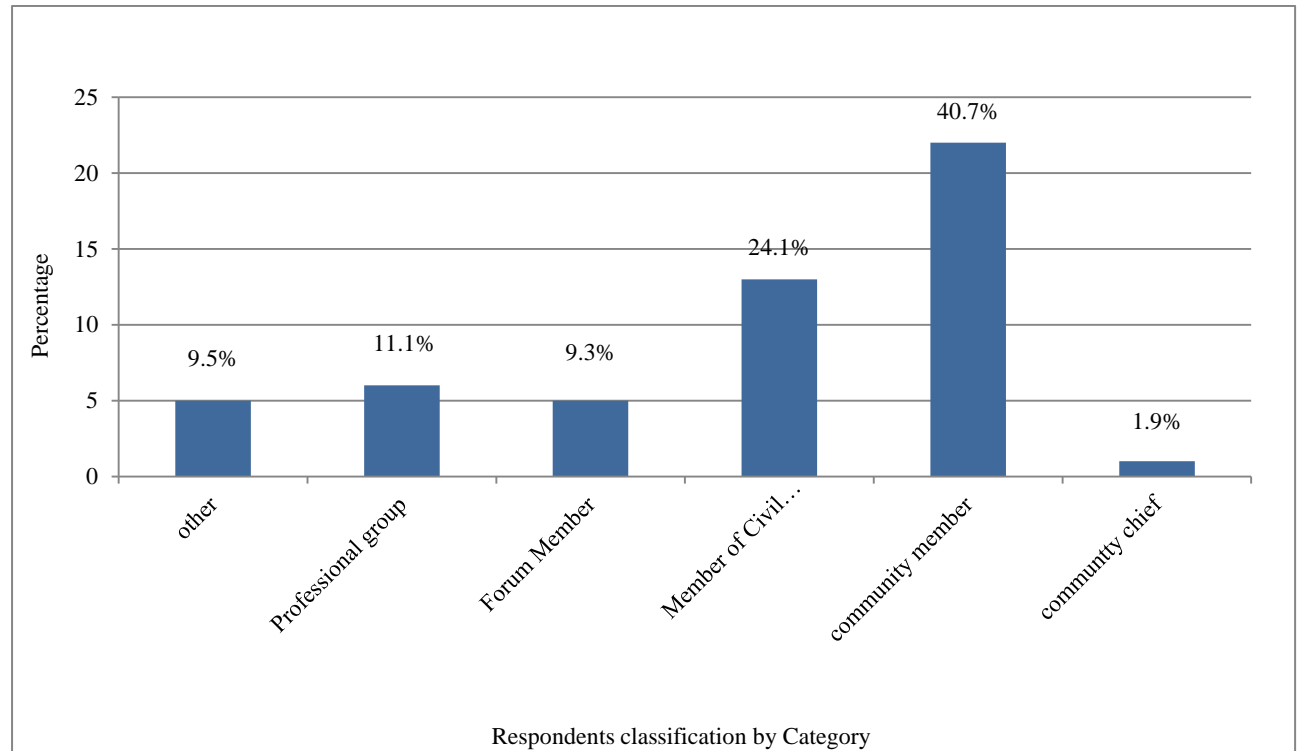
Source: Researcher (2019)

Figure 5.5: Classification of respondents according to their category

Figure 5.5 reveals that the majority of respondents were the community members (40.7 percent). While the members of the civil society and NGO was 24.1 percent. The figure further reveals that opinion leaders in this study were 3.7 percent, whereas the professional groupings were 11.1 percent, forum members were 9.3 percent, community chiefs were 1.9 percent and those who belonged to other categories were 9.5 percent. A closer inspection of Figure 5.4 shows that respondents of this study who are SLEDP stakeholders are varied, which suggests that SLEDP stakeholders are healthy Mostly, the majority of the respondents were community members which further suggests that the communities in South Africa have an interest in what may directly or indirectly affect their lives and they are willing to play a role in matters of policy development, implementation and governance.

5.3. The degree of stakeholder engagement

The initial question of this research study aimed at determining the degree of stakeholder engagement in the SLEDP. In this research question, various themes emerged. The following themes emerged from this research question: the need to redesign the stakeholder engagement framework; stakeholder satisfaction; adequate stakeholder involvement; Stakeholder communication links and stakeholder engagement feedback systems. Utilising interviews and questionnaires, respondents were asked how they view the already established institutional design for stakeholder engagement and the sections below presents the respondents' responses.

5.3.1 The need to redesign the stakeholder engagement framework

Prior studies have acknowledged that governments around the world are moving towards various ways of decision making that in essence consider the improved interdependency of public stakeholders on private and other stakeholders, as this enhances and give opportunities to the citizens and other stakeholders to be involved in decision-making. In examining the views of SLEDP stakeholders, the researcher needed to acquire the viewpoint of SLEDP stakeholders on government re-designing the framework for stakeholder engagement, to be specific, the researcher wanted to know if the already-established stakeholder engagement frameworks are effective or not. Table 5.1 demonstrates the perspective of respondents based on their divisions.

Table 5.1: Division: Need to redesign stakeholder engagement framework: Cross-tabulation

Division			Need to redesign stakeholder engagement framework					Total
			SDA	D	SWA	A	SA	Total
ICC	Count		0	0	3	2	0	5
	% within Division		0.0%	0.0%	60.0%	40.0%	0.0%	100.0%
	% within Need to redesign stakeholder engagement framework		0.0%	0.0%	27.3%	7.4%	0.0%	9.3%
	% of Total		0.0%	0.0%	5.6%	3.7%	0.0%	9.3%
EDTEA	Count		0	0	2	3	0	5
	% within Division		0.0%	0.0%	40.0%	60.0%	0.0%	100.0%
	% within Need to redesign stakeholder engagement framework		0.0%	0.0%	18.2%	11.1%	0.0%	9.3%
	% of Total		0.0%	0.0%	3.7%	5.6%	0.0%	9.3%
IDM	Count		0	1	3	3	2	9
	% within Division		0.0%	11.1%	33.3%	33.3%	22.2%	100.0%
	% within Need to redesign stakeholder engagement framework		0.0%	33.3%	27.3%	11.1%	18.2%	16.7%
	% of Total		0.0%	1.9%	5.6%	5.6%	3.7%	16.7%
SSEA	Count		0	0	1	4	0	5
	% within Division		0.0%	0.0%	20.0%	80.0%	0.0%	100.0%
	% within Need to redesign stakeholder engagement framework		0.0%	0.0%	9.1%	14.8%	0.0%	9.3%
	% of Total		0.0%	0.0%	1.9%	7.4%	0.0%	9.3%
Community Members	Count		2	2	2	15	9	30
	% within Division		6.7%	6.7%	6.7%	50.0%	30.0%	100.0%
	% within Need to redesign stakeholder engagement framework		100.0%	66.7%	18.2%	55.6%	81.8%	55.6%
	% of Total		3.7%	3.7%	3.7%	27.8%	16.7%	55.6%
Total	Count		2	3	11	27	11	54
	% within Division		3.7%	5.6%	20.4%	50.0%	20.4%	100.0%
	% within Need to redesign stakeholder engagement framework		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		3.7%	5.6%	20.4%	50.0%	20.4%	100.0%

SD = Strongly Disagree, D = Disagree, SWD = Somewhat Agree, A= Agree, SA= Strongly Agreed. Source: Field Survey 2019. Sample size = 54

A majority of the respondents (50 percent agree and 20.4 percent strongly agree) agree to this statement that government still needs to re-design a framework, which will clarify the role of stakeholder engagement in LED initiatives, while 20.4 percent of the respondents somewhat agree to this statement (Table 5.1). The minority of respondents (3.7 percent strongly disagree and 5.6 percent disagree) disagreed with this statement. On the one hand, this result can be further scrutinised in Table 5.1 where the table shows that the respondents from the community members division, 50 percent of them agree that there is still a need to re-design a stakeholder engagement framework. It also reveals that 55.6 percent of all the respondents that agree to this statement were from the community members division. Respondents from ICC who agree to this statement were 40 percent and 7.4 percent from the overall respondents

were from ICC. 60 percent of EDTEA respondents agreed and 11.1 percent of respondents who agree to the statement were from EDTEA. 33.3 percent of IDM respondents agreed to the statement while 27.3 percent of respondents agree with the statement. Furthermore 80 percent of the respondents from SSEA agreed to the statement and 14.8 percent of all the respondents who agree to the statement were from SSEA.

On another hand, none of the respondents from ICC, SSEA and EDTEA disagreed or strongly disagree that there is still a need to re-design the stakeholder engagement framework. Of the IDM respondents there was again zero percent of respondents who strongly disagree to the statement but 11.1 percent of IDM respondents disagree with the statement and 33.3 percent of respondents who disagree to the statement were from IDM. 6.7 percent of respondents from the community member division strongly disagree with the statement. 100 percent of all the respondents who strongly disagreed to the statement came from the community members division, while 6.7 percent of respondents from the community member division disagree with this and 66.7 percent of the respondents who disagree to the statement were from the community member division. Consequently, in view of this analysis, it is apparent that the highest number of respondents who agreed was from the community members division. However, the views of the respondents were insignificantly related to the division of respondents as illustrated in Chi-square test (χ^2= 17.345, df = 16, p = 0.364). Therefore, it can be concluded that the variations were a result of chance.

Now placing focus on the interview discussions on a similar theme, some stakeholders agreed that government still need to re-design a framework where the stakeholder's role will be clearly defined, while others are of the view that the concept of stakeholder engagement is misunderstood and others believe that it is challenging to engage all stakeholders, particularly the community and others reveal that they engage stakeholders as obligated by legislation. In other words, they engage stakeholders as part of compliance.

Remarks below show the interviewees' comments.

> *Ehhh… My brother, to be frank with you, stakeholder engagement is a concept in my view misunderstood by the district leadership and officials. In reality my brother, stakeholders particularly the community, the only power they have or the involvement or participation in any policy formulation and implementation is by taking it to streets (protests) to voice their concerns and dissatisfaction about anything particularly issues of service delivery (IR8).*

Stakeholder engagement does not exist in this district municipality, if it does; it is not working and a new framework need[s] to be formulated where all stakeholders will be engaged and play a meaningful role in our district (FG5R3).

Stakeholder engagement my brother, it is somehow difficult my brother to engage stakeholders particularly the community. To answer your question nkunzi, yes stakeholder engagement framework we have is ineffective but as obligated by the legislation we try our best to engage stakeholders although in my view it's just a matter of compliance (IR3).

In summary, while surveyed respondents agree that government still needs to re-design a stakeholder framework that will clearly define a stakeholder's role, respondents who were interviewed showed a similar view and provided reasons why they believe there is a need to re-design the stakeholder framework. Interestingly, statements paint a picture that, even though there is a stakeholder engagement framework in policy formulation, implementation and governance it is ineffective and it needs to be re-designed in a way that will enable all stakeholders to have a meaningful role in policy formulation, implementation and governance. Furthermore, this shows that the structures and systems utilised for stakeholder engagement are also ineffective as the majority of respondents agree that government needs to re-design the stakeholder engagement framework in policy formulation, implementation and governance in the ILembe District Municipality.

5.3.2 Stakeholder satisfaction in the Swiss Local Economic Development programme in ILembe District Municipality

Stakeholder satisfaction may be described as a realisation of stakeholders' expectations of the actual performance, which is often measured in different programme/project stages. Stakeholder satisfaction is dependent on mechanisms of management such as participation, communication and the outcomes of the project. Therefore, the researcher needed to establish whether or not the stakeholders, particularly the community, were satisfied to be the host of the SLEDP. The respondents were asked the same and Table 5.2 illustrates the level of satisfaction in relation to stakeholders of SLEDP.

Table 5.2: Are you satisfied that you are hosting the SLEDP: Cross-tabulation

Division		are you satisfied that you hosting the programme					Total
		EU	NS	U	S	ES	
ICC	Count	0	2	2	1	0	5
	% within Division	0.0%	40.0%	40.0%	20.0%	0.0%	100.0%
	% within are you satisfied that you are hosting the programme	0.0%	16.7%	10.0%	5.6%	0.0%	9.3%
	% of Total	0.0%	3.7%	3.7%	1.9%	0.0%	9.3%
EDTEA	Count	0	0	0	5	0	5
	% within Division	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
	% within are you satisfied that you are hosting the programme	0.0%	0.0%	0.0%	27.8%	0.0%	9.3%
	% of Total	0.0%	0.0%	0.0%	9.3%	0.0%	9.3%
IDM	Count	0	3	4	2	0	9
	% within Division	0.0%	33.3%	44.4%	22.2%	0.0%	100.0%
	% within are you satisfied that you are hosting the programme	0.0%	25.0%	20.0%	11.1%	0.0%	16.7%
	% of Total	0.0%	5.6%	7.4%	3.7%	0.0%	16.7%
SSEA	Count	0	1	3	1	0	5
	% within Division	0.0%	20.0%	60.0%	20.0%	0.0%	100.0%
	% within are you satisfied that you are hosting the programme	0.0%	8.3%	15.0%	5.6%	0.0%	9.3%
	% of Total	0.0%	1.9%	5.6%	1.9%	0.0%	9.3%
Community Members	Count	3	6	11	9	1	30
	% within Division	10.0%	20.0%	36.7%	30.0%	3.3%	100.0%
	% within are you satisfied that you are hosting the programme	100.0%	50.0%	55.0%	50.0%	100.0%	55.6%
	% of Total	5.6%	11.1%	20.4%	16.7%	1.9%	55.6%
Total	Count	3	12	20	18	1	54
	% within Division	5.6%	22.2%	37.0%	33.3%	1.9%	100.0%
	% within are you satisfied that you are hosting the programme	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	5.6%	22.2%	37.0%	33.3%	1.9%	100.0%

EU = Extremely Unsatisfied, NS= Not Satisfied, U= Uncertain, S= Satisfied, ES= Extremely Satisfied. Source: Field Survey 2019. Sample size = 54.

From Table 5.2; it is evident that the majority of respondents (37 percent) indicated that they were uncertain about being satisfied about being the host of the SLEDP, while 33.3 percent reported that they were satisfied to host this programme. Moreover, 1.9 percent of respondents reported being extremely satisfied while 33.3 percent of respondents were satisfied and 5.6 percent of respondents reported that they were extremely unsatisfied and 22.2 perccent were unsatisfied. This result may suggest that, although some of the stakeholders are aware of this programme, the majority of them are uncertain about being satisfied for being hosts of the SLEDP. This may be caused by the limited stakeholder participation in the programme. Another possible explanation of this result may be due to non-visible benefits for stakeholders.

Further analysis from Table 5.2 reveals that 36.7 percent of all respondents in the community members division were uncertain whether they were satisfied or not satisfied by being hosts of the programme and this was based on responses from11 respondents. Moreover, 55 percent of all respondents who reported uncertainty were from the community members

division. On the other hand, respondents from SSEA, who reported to be uncertain, were 60 percent while 15 percent of all respondents who were uncertain were from SSEA. Moreover, 44.4 percent of respondent from IDM also reported being uncertain and 15 percent of all respondents who reported being uncertain was from IDM. Similarly, 40 percent of ICC respondents indicated that they were uncertain as well, while 10 percent of all respondents that were uncertain were from ICC and 10 percent of all the respondents that reported to be uncertain were from ICC and there was none (0 percent) from EDTEA who were uncertain. This result suggests that the of SLEDP are uncertain about hosting the programme and particularly the community members stakeholders are the ones showing strong signs of being uncertain.

Remarkably, the community members of the division comprised the majority of respondents (30) when compared to all the other divisions in this study. The Chi-square test shows that the views of the respondents were insignificantly associated with their divisions (χ^2 = 9714, df = 16, p = 0.457).

Placing focus on the FGD and interviews, the researcher asked the respondents what had been done to enlighten them about the SLEDP initiative. This was asked with the view of discovering actual steps and activities already undertaken in ensuring that the stakeholders are aware of this programme. This would impact on linking this question to the satisfaction of stakeholders being hosts of the programme. Five FGD were conducted, the views of respondents are shown in Matrix 5.1

Matrix 5.1:   Summary of responses on being satisfied as hosts of the SLEDP

Sub question	Respondents' response	Source
How much of advocacy and stakeholder enlightenment was done to sensitize the stakeholders about the ILembe Swiss Local Economic Development Programme initiative?	*Public hearings and stakeholder consultations were conducted in various wards within the district, although one can say the anticipated number of attendance was not achieved.*	FG2 R4
	I have not experienced any participation or involvement of any community member in the programme. Thus I say the community does not have a role in this programme.	FG5R11
	All respondents showed signs of concurring with the statement.	FG5
	The LED unit (us) together with the district undertook what we term roadshows, although in my opinion we were not able to reach all the corners of the district and more work still need[s] to be done in that regard.	FG1R3
	In our quarterly meetings, it was reported that the stakeholders especially the private sector and emerging businesses were consulted and engaged.	FD4R3
	We as the youth in business need this type of support to grow, it is unfortunate that such opportunities are reserved for the selected few, it's a good programme but we [are] not engaged	IR7

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	nor have we seen the calls for proposals or anything that talks to this.	
	The chamber has been involved and [is] actively involved	IR6
	A few business owners, emerging businesses and leaders of groupings were engaged and sensitised about this programme	IR4

The majority of the respondents from the FGD reported that consultations, road shows and engagements were conducted. However, it was noticed that the FDG that reported this were either from a government institution, a programme-funder or any other of the formally-created institutions. The majority of FGD reported further that there is an assumption that not all stakeholders are as aware or as sensitised as they would have hoped and, therefore, more work still needs to be done to ensure that all stakeholders are aware and enlightened. Interestingly, one FGD reported that they were not aware of any participation or involvement of the community in this programme. Interestingly, this FGD was from the community members division who are the majority in this study.

On another hand, one interview respondent also revealed that they were sensitised and involved from the inception phases of the programme and that they are actively involved, while another interviewee reported that a few business owners, emerging business owners and leaders of various groupings were engaged and enlightened about the programme. However, there was also one interview respondent who indicated that they have never been engaged and feel as if the programme is for the selected few. The most striking result to emerge from the data is that formally formed institutions are of the view that the stakeholders are engaged and enlightened about this programme, while the community members division is of a different view as they report that they were not engaged and are not enlightened about this programme. The result from FDG and interviews reveals reasons why the majority of the survey respondents reported that they are uncertain about being satisfied with being the host of the programme. The majority of the respondents were the community members of the division as shown in the Chi-square ($\chi^2 = 9714$, df = 16, p = 0.457). These results combined, suggest that even though there were engagements, consultations and road shows, the majority of the community members as stakeholders are not aware of the project, Therefore, most of them in the survey reported as being uncertain and this has had a negative impact on the success of the programme.

5.3.3 The level of community involvement in the Swiss Local Economic Development Programme in ILembe District

Community involvement is an overarching term for an arena of practices in which the community collaboratively examines and makes collective decisions on policy-making regarding social matters of common concern and interest, Most often, the intention of community involvement is to be involved in decision-making and in the changing of policies in relation to grass-roots level issues which may include: issues of public safety; employment creation and public transport issues amongst others. Therefore, in this study, the researcher posed a statement to the respondents: 'My community is adequately involved in the SLEDP'. The researcher needed to understand and get the views and perspectives of the respondents regarding community involvement in the SLEDP. Figure 5.5 illustrates the respondents' views regarding adequate community-involvement.

5.3.4 Effective Stakeholder collaboration and partnership

The notion of stakeholder partnership stems from the impression that government is failing (in isolation) to render collective services such as LED initiatives and that there is a significant need to explore and secure support from various sectors. Furthermore, through stakeholder partnership process, it is normally expected that the stakeholders can mutually benefit by joining their experience and expertise as well as finances and other resources for them to render collective services in a much more effective and efficient manner. Consequently, the researcher had to ascertain whether or not the respondents were of the view that for effective partnerships or collaborations to be established,, there is need for a feedback system through which government can ascertain whether the community and other stakeholders are actively involved or not in Local Economic Development initiatives, policy formulation and implementation. The respondents were asked the same.

Table 5.3: There is a need for a feedback system: Cross-tabulation

Division		there is a need for feedback system					Total
		SD	D	SWA	A	SA	
ICC	Count	0	1	3	1	0	5
	% within Division	0.0%	20.0%	60.0%	20.0%	0.0%	100.0%
	% within there is a need for a feedback system	0.0%	20.0%	50.0%	3.8%	0.0%	9.3%
	% of Total	0.0%	1.9%	5.6%	1.9%	0.0%	9.3%
EDTEA	Count	0	0	1	4	0	5
	% within Division	0.0%	0.0%	20.0%	80.0%	0.0%	100.0%
	% within there is a need for a feedback system	0.0%	0.0%	16.7%	15.4%	0.0%	9.3%
	% of Total	0.0%	0.0%	1.9%	7.4%	0.0%	9.3%

		SD	D	SWA	A	SA	Total
IDM	Count	0	0	0	6	3	9
	% within Division	0.0%	0.0%	0.0%	66.7%	33.3%	100.0%
	% within there is a need for a feedback system	0.0%	0.0%	0.0%	23.1%	18.8%	16.7%
	% of Total	0.0%	0.0%	0.0%	11.1%	5.6%	16.7%
SSEA	Count	0	1	0	4	0	5
	% within Division	0.0%	20.0%	0.0%	80.0%	0.0%	100.0%
	% within there is a need for a feedback system	0.0%	20.0%	0.0%	15.4%	0.0%	9.3%
	% of Total	0.0%	1.9%	0.0%	7.4%	0.0%	9.3%
Community Members	Count	1	3	2	11	13	30
	% within Division	3.3%	10.0%	6.7%	36.7%	43.3%	100.0%
	% within there is a need for a feedback system	100.0%	60.0%	33.3%	42.3%	81.3%	55.6%
	% of Total	1.9%	5.6%	3.7%	20.4%	24.1%	55.6%
Count		1	5	6	26	16	54
% within Division		1.9%	9.3%	11.1%	48.1%	29.6%	100.0%
% within there is a need for a feedback system		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
% of Total		1.9%	9.3%	11.1%	48.1%	29.6%	100.0%

SD = Strongly Disagree, D = Disagree, SWA = Somewhat Agree, A= Agree, SA= Strongly Agreed. Source: Field Survey 2019. Sample size = 54

The majority of respondents agree (48.1 percent agree and 29.6 percent strongly agree) that, for effective stakeholder partnership and collaboration, there is a need for a feedback system, while 11.1 percent of respondents somewhat agree to this, a minority of respondents (1.9 percent strongly disagree and 9.3 percent disagree) with this notion. On the one hand, this result can be further scrutinised in Table 5.3. The table shows that 43.3 percent of respondents from the community members division strongly agreed with this notion, while 36.7 percent agreed to the notion. The table also shows that 81.3 percent of all respondents that strongly agreed to this statement were from the community member division and 42.2 percent of all respondents who agreed to this notion were from the community member division.

On the other hand, Table 5.3 shows that 60 percent of respondents from ICC somewhat agreed that for effective partnership and collaboration there is a need for a feedback system to be in place, while zero percent strongly agreed or disagreed, and 20 percent agreed and disagreed respectively. Further analysis of Table 5.3 shows that 50 percent of all respondents who somewhat agreed to this were from ICC and 3.8 percent of all respondents that agreed were from ICC. Moreover, 80 percent of EDTEA respondents agreed to this notion and 20 percent of respondents somewhat agreed. The table also shows that 15.4 percent of all the respondents were from EDTEA and 16.7 percent of all respondents who somewhat agreed were from EDTEA. Similarly, the table also reveals that 66.7 percent of respondents from IMD agreed, while 33.3 percent strongly agreed. Table 5.3 shows that 23.1 percent of all respondents who agreed were from IDM and 18.8 percent of all respondents who strongly

agreed were from IDM. Lastly, 80 percent of SSEA respondents agreed and 20 percent disagreed. The table shows that 15.4 percent of respondents who agreed were from SSEA and 20 percent of all respondents who disagreed were from SSEA.

From this analysis, it is apparent that the highest number (43.3 percent strongly agree and 33.3 percent agree) of respondents who agreed were from the community members division. However, the views of the respondents were insignificantly related to the divisions of respondents as illustrated in Chi-square test (χ^2= 27.340, df = 16, p = 0.038). Therefore, it can be concluded that the variations were a result of chance.

Now, placing focus on the interview discussions on a similar theme, some stakeholders agreed that for effective stakeholder partnership and collaborations, there is a need for a feedback system.

Remarks below demonstrate the interviewees' comments when asked if there is any feedback mechanism in your organisation which indicates the stakeholders' feelings towards the ILembe Local Economic Development Programme activities.

> *In my experience, we have partnered with various partners in the past and current[ly], some partnerships have yielded the anticipated results and some partnerships were disastrous. In most cases, the feedback systems and measures were not in place, as a result as funders, we end up not being able to monitor and locate how injecting funds in a particular project or programme is of greater good to the larger society and end up pulling the plug on the project.(FG4 R3).*

> *Feedback systems are always in place to ensure that everyone equally play[s] a meaningful role in the project. However, there have been failures in some and results in stakeholders fighting and eventually the project collapses (IR1).*

In summary, the respondents surveyed agreed that for effective partnerships and collaborations there should be a feedback system. The respondents interviewed showed a similar view that, in order for the stakeholders to be involved in policy formulation, implantation and governance; there should be a an effective feedback system that will ensure that all partnerships formed are functional and have the ability to attain the anticipated benefits and results.

The initial question of this research study aimed at determining the degree of stakeholder engagement in the SLEDP. Overall it can be seen from the presented data here that the degree of stakeholder engagement varies from stakeholder to stakeholder. The views of stakeholders

who are formally constituted like: government, the chamber and the funders differ from the community as a stakeholder. The formally-constituted stakeholders revealed that they are adequately involved in the programme, while the communication links they have as stakeholders is functional and they do acknowledge that for effective stakeholder partnerships and collaborations there should be feedback systems in place. On the other hand, the community as a stakeholder had a different view. They are of the view that they are not involved or rather engaged as stakeholders in the programme and there are no established communication links that include them. Moreover, it was noted that the community in this programme is rather considered to be a beneficiary instead of a stakeholder.
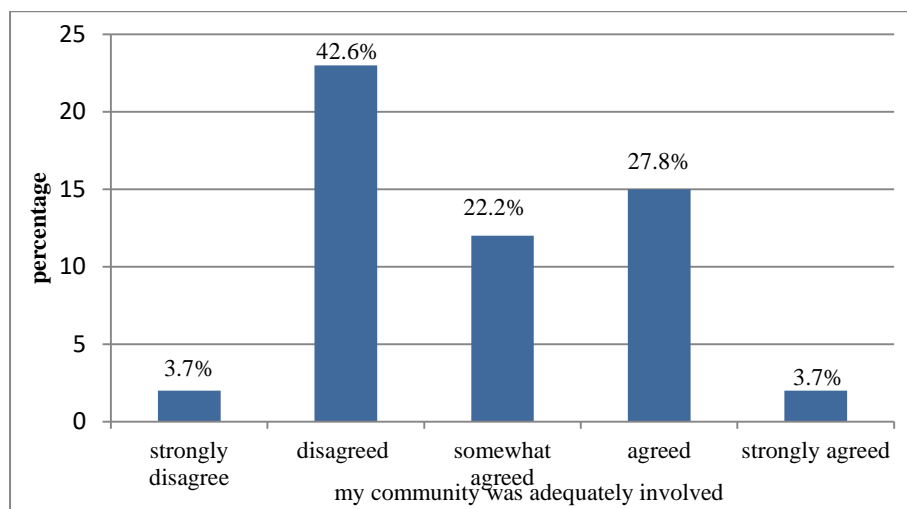
Source: Researcher (2019)

Figure 5.6: The degree of community involvement in the Swiss Local Economic Development Programme in ILembe District

When the statement was posed to the respondents, the majority of the respondents (42.6 percent) disagreed with the statement which is regarded as a negative response (Figure 5.6). This is followed by 27.8 percent of respondents who agreed with the statement, while 22.2 percent of respondents somewhat agreed and the minority of 3.7 percent strongly disagreed and strongly agreed respectively. A negative result may entail that the stakeholders, particularly the community is not adequately involved in this programme and this may mean that government and other formally constituted stakeholders do not regard the community as a stakeholder.

If we now place our focus on the interviews and FDG, there were varied opinions and views when it comes to adequate community involvement in the programme. When asked about their experience and views regarding the role of various stakeholders being critical for implementing SLEDP, nearly all of the respondents revealed feelings of playing a role in the programme except for one interviewee from the community member division who indicated that he was playing no role as a stakeholder at present The statements in Matrix 5.2 summarises and highlights the respondents' responses from the interviews.

When asked about their views and experiences concerning the working environment, almost all of the informants showed a feeling of dissatisfaction. The statements in Matrix 5.2 summarise the responses from the interviewees.

Matrix 5.2:   Summary of responses on adequate community involvement in SLEDP

Sub-question	Respondents' responses	Sources
Do you think the role of various stakeholders is critical in the implementation of ILembe Swiss Local Economic Development Programme?	*Of course, without doubt, all stakeholders in this programme have crucial roles to play. The community as the beneficiary of the programme is expected to play a strategic support role in terms of projects identification in order for the programme to fund relevant and effective projects.*	IR 2
	So far we as the community have not in a sense played any role in this programme, let us wait and see but in my view our role is critical for the success of the programme	FG5R13
	Working relationships with stakeholders are healthy, this tells you that all the partners have critical roles to play here, I may acknowledge that where we may be lacking is roping in the community at a larger scale	IR4
	The chamber in this programme is tasked with ensuring that our members are well equipped with necessary skills and resources for their businesses to be viable, that is our role in this programme.	IR6

The respondents' interviews illustrated varied feelings regarding critical stakeholders' roles played in the programme. However, there were similarities in their responses as they all felt that they, as the stakeholder, have critical roles to play. The varied views were on the actual and already played roles. This result may suggest that all stakeholders are aware how critical

their role is in the programme. However, the role of the community seems to be undermined by other stakeholders. Overall, these results indicate that, while other stakeholders acknowledge that their roles are critical and they have maximum involvement, the community is, however, undermined by other stakeholders resulting in their total lack of involvement.

5.3.5 Stakeholders communication links

While the stakeholders trust and expectations in government and quality of policy-making may improve as a consequence of utilising stakeholder engagement mechanisms, they may also decline if those means are actually not evaluated. In a nutshell, stakeholder engagement is not limited to leveraging on opportunities presented but is also deep-rooted to challenges of democratic systems. Furthermore, communication processes, participation and consultation must allow for stakeholder engagement in various phases of the policy cycle as they have grown to be observed as fundamental in comprehending the stakeholders' requirements and trust in government. It is in this regard that the researcher saw a need to establish the already existing communication links in the Swiss Local Economic Development programme. To establish this, this researcher asked the participants whether there are any communication links they are aware of in the SLEDP. Figure 5.8 below reveals the levels of stakeholder communication links.
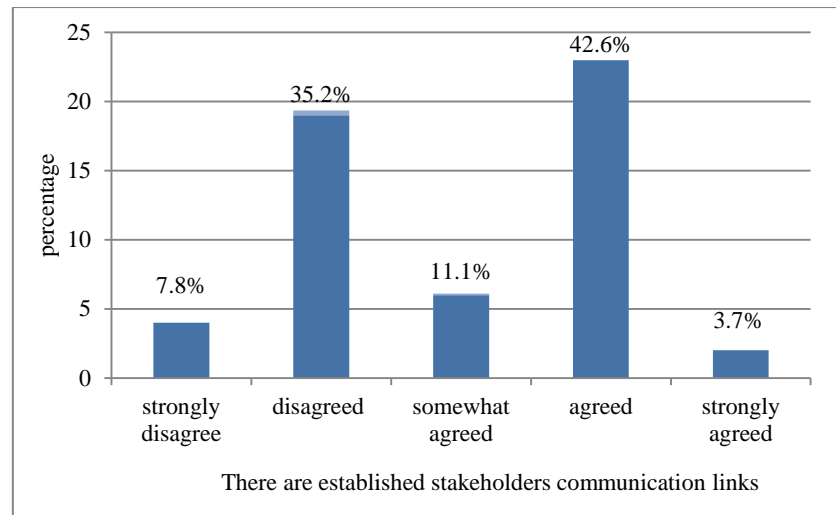
Source: Researcher (2019)

Figure 5.7: Stakeholders' communication links in the Swiss Local Economic Development programme in ILembe District

As can be observed from Figure 5.7, the majority of respondents (42.6 percent) agreed that there are already established communication links in the SLEDP, while 35.2 percent of respondents disagreed and 11.1 percent of respondents somewhat agreed. Moreover, only 7.8 percent of the respondents strongly disagreed and 3.7 percent strongly agreed. A possible explanation for this could be that amongst the stakeholders there are frequent communication links that have been established, however, these links are not extended to all the stakeholders, therefore, and 35.2 percent of respondents reported that there are no communication links. Frequent and healthy communication amongst the stakeholders is regarded as significant in policy development, implementation and governance and it is apparent from the data presented above that communication links amongst the stakeholders is not healthy as it seems that certain stakeholders are left behind and do not have a voice in this programme. This is supported by interviews conducted.

When the interviewees were asked if there is any feedback mechanism by their organisation to get to know stakeholders' feelings towards the SLEDP activities, some indicated that there are communication links. One of the interviewees said:

> *We have had a number of stakeholder meetings where the Programme Steering Committee (PSC) meet on a quarterly basis to discuss the developments and progress made thus far and also to discuss some other issues that may need*

resolutions to be taken. There are also technical steering committee (TSC) meetings (IR2).

On a similar matter, one leader of the community group said:

I have never even seen or heard anything about a meeting or calls for proposals (IR7).

While another community member had this to say:

In this time and age for a District Municipality to not even have a direct communication links with the community is appalling, I mean, we have twitter, Facebook and other communication tools that can be used to promote and empower the people with knowledge that can better their lives. A programme of this magnitude is basically not known by the masses but is known by the select[ive] few (FG5 R15).

In responses to the question seeking to establish whether or not there are already established communication links, the results from the interviews show that even if there are already established communication links, not all stakeholders are considered or there are no communication links with certain stakeholders particularly the community. Comparing both the surveys and interviews' results, it is possible to conclude that the stakeholders who are formally constituted like government and the chamber have direct communication with each other as stakeholders including the funder. This suggests further that there is no collective decision-making in this programme, as some of the stakeholders are not considered to be role players but rather a beneficiary which is the community. This is concerning as this would affect the success of the programme negatively.

5.4 Project initial stages: stakeholder involvement

The second research question of this study sought to determine who the actors were that influence or affect policy formulation/development and implementation in LED prompted by SLEDP. In this study, stakeholder-involvement in policy formulation, implementation and governance denotes the well-organised actions and activities of stakeholders; whether they are in groups or are individuals and whether or not they are able to influence and affect the policy-process in its numerous stages, ranging from problem-identification, setting of the agenda, adoption, execution and evaluation. This expands the notion of stakeholder-engagement as a well-organised initiative by government to involve stakeholders in all the various stages of the policy in its totality. Therefore, this places the importance for the

stakeholder engagement processes be organised, instead of an informal'impromptu' consultation and also places emphasis on government to be the champion by involving stakeholders, particularly citisens, in policy stages, particularly in policy formulation . It is in this regard that the researcher needed to determine the actors that influence or affect policy formulation/development and implementation in LED prompted by the SLEDP. The following themes emerged from this research question: stakeholder involvement in the initial stages; lack of adequate stakeholder engagement in the programme's initial stages and lack of community participation in the programme's initial stages.

The respondents' perspectives were solicited by utilising interviews, FGD and questionnaires, and this particular section presents their view based on their experience.

5.4.1 Stakeholder involvement in the project's initial stages

Stakeholder involvement in the initial stages is one of the critical aspects in any policy formulation, implementation and governance. A survey examined if the stakeholders were sufficiently involved in the programmes initial stages. Figure 5.7 presents the respondents' views.
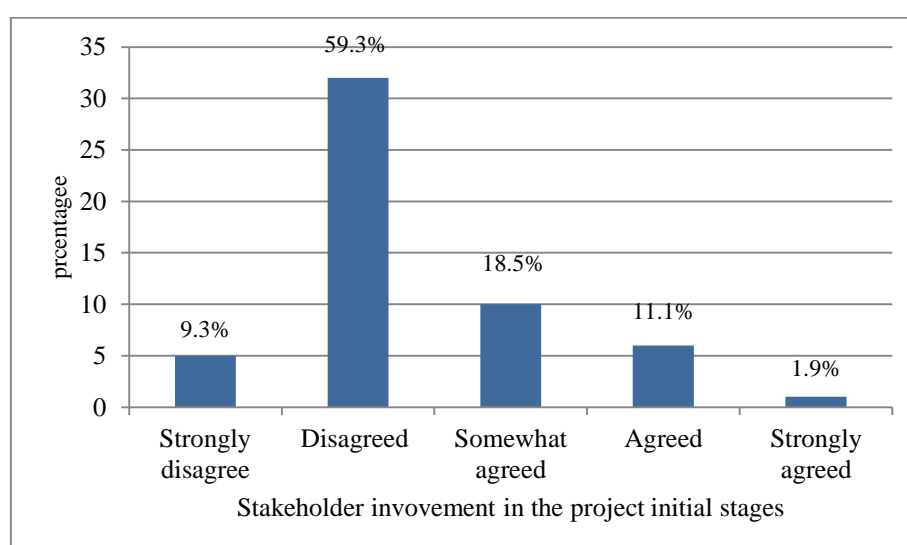
Source: Researcher (2019)

Figure 5.8: the degree of stakeholder involvement in the project's initial stages

Figure 5.8 presents a statistics' summary of the degree of stakeholder involvement in the project's initial stages. It is apparent that the majority of the respondents (59.3 percent) disagreed that they were well-involved in the programme/ project's initial stages, while 9.3 percent of respondents strongly agreed. Figure 5.8 shows further that 18.5 percent of

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respondents somewhat agree with the statement while 11.1 percent of respondents agree and the small number of respondents (1.9 percent) strongly agree. The results illustrated in Figure 5.8 suggest that the stakeholders of the programme were not strongly involved in the initial stages of the SLEDP. This is perhaps because government officials and funder representatives had to negotiate how the programme would be facilitated in order to benefit the community in line with the Memorandum of Understanding (MOU).and this made it impossible to involve all the stakeholders at this stage.

During the FGD and interviews, respondents concurred that some of the stakeholders were not involved in the programme's initial stages. One of the interviewees made the following statement:

> *The department with the help of Provincial and National Treasury was lucky to secure funding from the Swiss Federation or government. The contracts or MOU was signed by all relevant partners, which include the department, SECO and the host District. Once this was finalize, we needed to establish the working committee that will now kick-start the programme which include[s]: the district, us and Vuthela who is the coordinator appointed by SECO (IR 2).*

> *You see, the nature of the project [detects]dictates that we ensure that our people benefit and the district itself benefit, this therefore [detects]dictates that we roll out and open opportunities to our people to apply for funding and be assisted in that regards. What I am trying to highlight my chief is that we represent[ing] the people as we also account to them (IR4).*

> *We may have briefed business leaders regarding the opportunities presented by this programme but this is project spearheaded by both the department and the district for the people (FG2 R2).*

The results from the one-on-one interviews and FGD confirm the views of the survey questionnaires. The majority of the respondents surveyed reported that they were not well-involved in the programme's initial stages as it would have been expected that all stakeholders are involved, while the data from the FGD and interviews also suggests that only the Department officials, district officials and the programme-funder representatives were the only stakeholders involved in the initial stages. Combining both these results, a possible explanation may be that government considers itself as a community representative and also as representing the business community. Therefore, there were no community and

business community stakeholders in the programme's initial stages. This may well lead to stakeholder dissatisfaction, low stakeholder morale and may lower the chances of the programme being successful and may lead the investor to review its support.

5.4.2 Adequate engagement in the project initial stages

Still on the similar theme of stakeholder involvement in the programme initial stages, the respondents were asked if is there were any stakeholder meetings that they were aware of which involved them. Figure 5.8 demonstrates the experiences and feelings of the respondents in relation to adequate engagement.
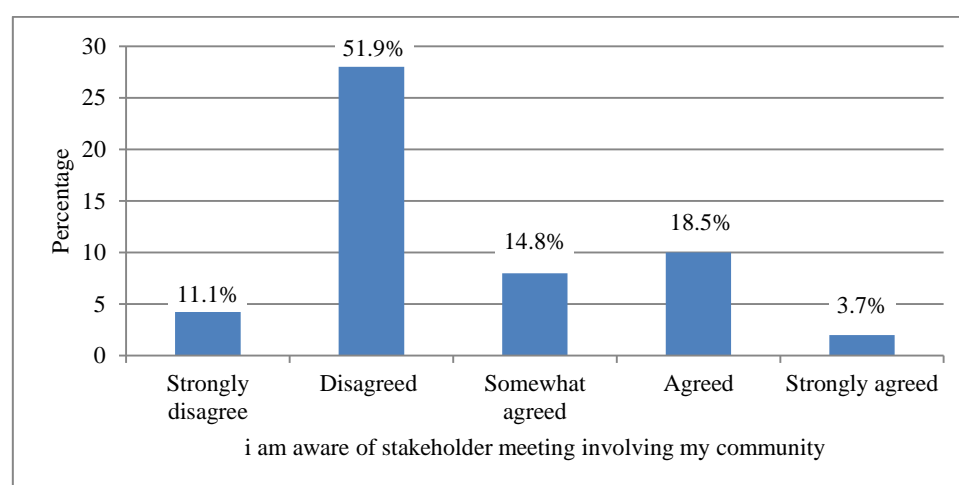
Source: Researcher, (2019)

Figure 5.9: stakeholder meeting involving the SLEDP stakeholders

As expected, most of the respondents (51.9 percent) disagreed with the notion that they were aware of a stakeholder meeting which included them in the project's initial stages, while 11.1 percent of respondents disagreed with the notion (Figure 5.9). There seems to be a correlation from presented data from Figure 5.9 and Figure 5.8. Combined, these results suggest that the respondents were not involved in the programme's initial stages, nor did they have knowledge of any meeting that sought to engage them in the initial stages. The correlation between these results and that of Figure 5.7 is interesting and somewhat expected because most respondents reported that there is a need to re-design the stakeholder engagement framework (Table 5.1).

With regard to interviews and FGD, the respondents confirmed that they had no knowledge of any meeting that engaged all the stakeholders in the programme in the initial stages. For instance, interviewees reported that

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Yes, we have had multi-stakeholder meetings where all partners were invited and represented from the conception phase of the project (EDTEA IR2).

As previously indicated my chief, the project has three partners which is us, the district and SECO/Vuthela. All other social and business partners are well represented in this regards (IDM IR2).

Another respondent added that:

No at all, this is not the only programme or project government has excluded business chambers particularly those who are perceived as small like ours. You will only hear about the Durban Chamber of Commerce and the Zululand Chamber of commerce and you will be lucky to have the information required by our members in the forums like the Economic Councils (IR5).

In summary, the results from the interviews correspond with the survey results. It confirms that certain stakeholders were not involved in the programme's initial stages nor were they invited to the multi-stakeholder meetings that sought to engage the stakeholders in the initial phases. Interestingly, the data acquired from the interviews reveals that only three (3) institutions were involved, which are EDTEA, IDM and the funder, and all other stakeholders are termed as partners who are represented by the government officials. This suggests that in the initial stages of this programme, not all stakeholders were involved and considered to be critical stakeholders who needed to be engaged or involved in the programme, but are it's beneficiaries.

5.4.3 Lack of Community participation in the project initial stages

The significant question surfaces whether is it of importance or not for the bureaucrats to undertake policy formulation processes on their own without involving other stakeholders, particularly the community. In the modern era, the use of NPM has occasioned the shift from what is known as conventionally-comprehended local government to governance, with an increasing demand for a wider involvement and participation of different stakeholders in the community, particularly the grass-roots population, private sector and NGO's. Therefore, the researcher intended to gauge the level of community participation in the programme's initial stages. Table 5.4 illustrates the views on the level of community participation when they were asked to rate the level of community participation.

Table 5.4: How would you rate the level of community participation?: Cross-tabulation

Division		how would you rate the level of community participation				Total
		VP	P	SWG	G	
ICC	Count	0	3	1	1	5
	% within Division	0.0%	60.0%	20.0%	20.0%	100.0%
	% within how would you rate the level of community participation?	0.0%	10.0%	11.1%	16.7%	9.3%
	% of Total	0.0%	5.6%	1.9%	1.9%	9.3%
EDTEA	Count	0	0	3	2	5
	% within Division	0.0%	0.0%	60.0%	40.0%	100.0%
	% within how would you rate the level of community participation?	0.0%	0.0%	33.3%	33.3%	9.3%
	% of Total	0.0%	0.0%	5.6%	3.7%	9.3%
IDM	Count	2	5	2	0	9
	% within Division	22.2%	55.6%	22.2%	0.0%	100.0%
	% within how would you rate the level of community participation?	22.2%	16.7%	22.2%	0.0%	16.7%
	% of Total	3.7%	9.3%	3.7%	0.0%	16.7%
SSEA	Count	0	5	0	0	5
	% within Division	0.0%	100.0%	0.0%	0.0%	100.0%
	% within how would you rate the level of community participation?	0.0%	16.7%	0.0%	0.0%	9.3%
	% of Total	0.0%	9.3%	0.0%	0.0%	9.3%
Community Members Division	Count	7	17	3	3	30
	% within Division	23.3%	56.7%	10.0%	10.0%	100.0%
	% within how would you rate the level of community participation?	77.8%	56.7%	33.3%	50.0%	55.6%
	% of Total	13.0%	31.5%	5.6%	5.6%	55.6%
Total	Count	9	30	9	6	54
	% within Division	16.7%	55.6%	16.7%	11.1%	100.0%
	% within how would you rate the level of community participation	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	16.7%	55.6%	16.7%	11.1%	100.0%

VP= Very Poor, P=Poor, SWG= Somewhat Good, G= Good. : Field Survey 2019. Sample size = 54

From Table 5.4, most respondent (55.6 percent) rated the level of community participation as poor, while 16.7 percent of respondents rated the level very poor. Furthermore, 16.7 percent of respondents rated the level of community participation as somewhat good while the minority (11.1 percent) of respondents rated it as good. The results from Table 5.4 can be further scrutinised; and shows that 56.7 percent of all respondents from the community member division rated the level of community participation as poor. The table further reveals that 56.7 percent of all the respondents who rated the level of community participation as poor were from the community division.

From this analysis, it is apparent that the highest number (56.7 percent) of respondents who rated the level of community participation as poor were from the community division. However, the views of the respondents were insignificantly related to the divisions of the respondents as illustrated in Chi-square test (χ^2= 27.340, df = 16, p = 0.05). Therefore, it can be concluded that the variations were also as a result of chance.

Turning now to the interviews and FGD, the researcher sought to establish what it is that government does to ensure that the community is involved in the programme/project's initial

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stages. The interviewees were asked how involved the stakeholders were when a programme was about to commence in the district. The views of the respondents are as illustrated and summarised in Matrix 5.3.

Matrix 5.3: Summary of response on community participation on the SLEDP initial stages

Sub-question	Respondents' responses	Sources
How involved are the stakeholders when a programme is about to commence in the district?	*No we do not involve the citizens at initial stages; this is where policy experts and project managers engage to develop the policy and concept document for the project. It is where experts are needed. We only involve the citizens when the project or programme is ready to be implemented which in our cases as local municipality we must consult (IDMR1).*	IDMFGD R3
	We develop the programme/ project based on the needs of the citizens and the citizens will be consulted when it is time to roll-out the programme and in most cases, and as directed by legislation, we consider public comments and incorporate them to the way the project will be rolled out. In a simplest way my brother, you cannot involve the public in such things or else the project or programme will stall, rather consult when the project is ready to be rolled out (EDTEAR2).	EDTEA IR1

The respondents interviewed revealed similar feelings and experiences regarding community participation in the SLEDP initial stages. They mentioned that, generally, the community is not invited to participate in any project's, or programme's initial stages as this is a phase where experts' opinions and those of managers are required. The correlation in these results may suggest that indeed the community is not invited to participate in programmes and projects particularly at a local government level. This is supported by the widely-- spread service delivery protests experienced in the country and in communities and communicates the dissatisfaction of various stakeholders at local level. This is concerning as it is expected that the government engages the citizens or else the country will continue to experience protests that will continue to threaten the economic and social development of the country.

Overall, the second research question of this study sought to determine the actors that influence or affect policy formulation/development and implementation in LED prompted by

the SLEDP. From the results, it is evident that some stakeholders, particularly in the community, are not involved nor have participated in the SLEDP's initial stages, while government is spearheading the programme from its inception phase and the only stakeholder involved was the funder. Therefore, the results suggest that the actor that influences or affects policy formulation and implementation in LED is government.

5.5. The role played by facilitative leadership in the SLEDP

In the process of establishing stakeholder engagement in LED prompted by the SLEDP, the third research question of this study sought to find out the influence of collaborative governance in improving LED as prompted by the ILembe Swiss Local Economic Development Programme. In the previous decades, a new method of governance has developed to replace managerial and adversarial modes of policy development and implementation. As such, collaborative governance brings private and public stakeholders together in shared forums with state agencies to participate and engage in decision-making that is collective and consensus-oriented. Therefore, facilitative leadership is broadly observed as critical to bringing stakeholders together to engage in a shared spirit. It is in this regard that the researcher needed to establish whether or not facilitative leadership has a role to play in stakeholder engagement in the SLEP programme. The themes that emerged from this research question are: involvement or non-involvement of stakeholders is a result of leadership, effects of active leadership; and leadership capacity and empowerment. The respondents' perspectives were solicited by utilising interviews, FGD and questionnaires and this particular section presents this and is based on their experience.

5.5.1 Involvement or non-involvement of stakeholders is a result of leadership

The researcher sought to determine whether or not the involvement or non-involvement of SLEDP stakeholders is a result of leadership. The respondents were asked whether they agree that the involvement or non-involvement of the community can be attributed to community leaders or forum leaders. Figure 5.9 illustrates the views of the respondents.
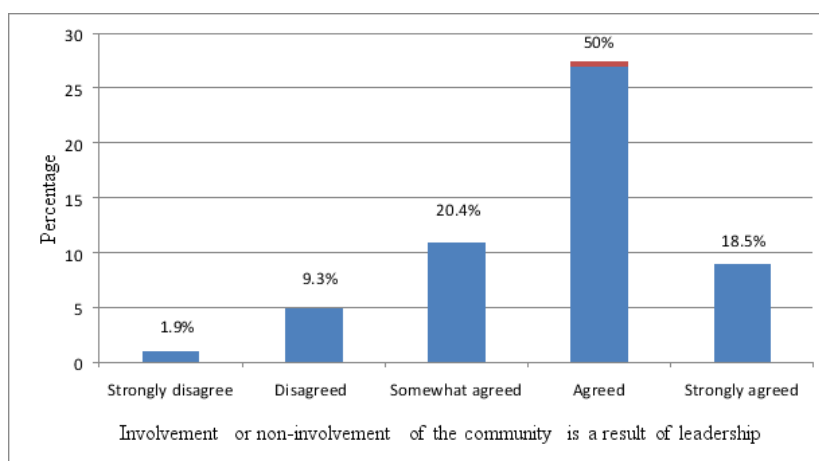
Source: Researcher, (2019)

Figure 5.10: Involvement or non-involvement of the community is a result of leadership

As can be observed from Figure 5.10, half of the respondents (50 percent) surveyed agreed that involvement or non-involvement of the community is a result of leadership, while 18.5 percent of respondents surveyed strongly agree to this and 20.4 percent somewhat agree. A small fraction of respondents (1.9 percent) strongly disagree and 9.3 percent agree. A possible explanation of leadership determining the level of community involvement may be caused by the fact that ILembe district is mainly a rural area where community members still believe and consider traditional leadership a source of decision-making in the interests of the community. Another possible explanation could be that the district is a politically- dominated district where community participation is determined by political leaders' feelings towards certain projects, programmes and policies. Community involvement is a critical issue in policy formulation, implementation and governance and it is apparent from the above presented data that leadership plays a critical role in ensuring that stakeholders are involved in policy-making, implementation and governance.

5.5.2 Effects of active leadership

On a similar theme, active leadership is regarded as one of the significant aspects of collaborative governance and stakeholder engagement. To be precise, the researcher sought to determine the effects active leadership has in stakeholder engagement and collaborative governance, prompted by the SLEDP. The respondents were asked if the community would be more involved in the SLEDP if the leaders were more active. Figure 5.10 shows the views of the respondents.

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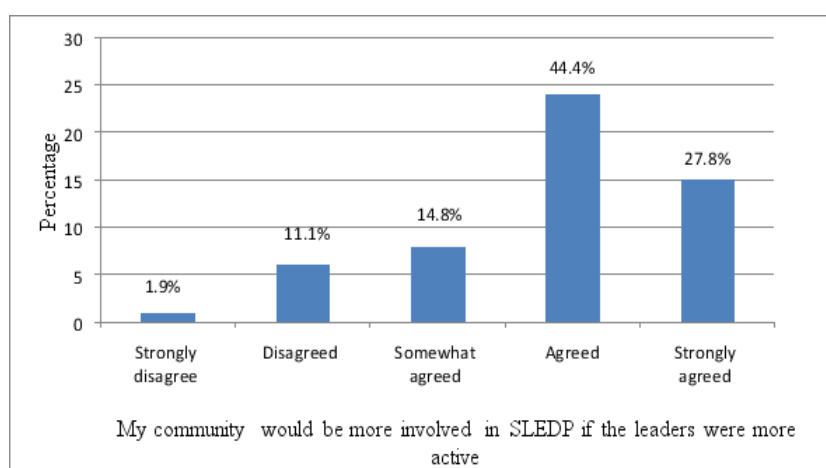
Source: Researcher (2019)

Figure 5.11: My community would be more involved in the SLEDP if the leaders were more active

As seen in Figure 5.11, 44.4 percent of respondents agreed that if there were more active leaders, the community and other stakeholders would have been more involved, while 27.8 percent strongly agreed to this and 14.8 percent somewhat agreed. A small portion of 1.9 percent of respondents strongly disagreed and 11.1 disagreed. A possible explanation for this may be that the community and other stakeholders rely heavily on leaders to spearhead and determine their involvement. Therefore, if the leadership is not active, the stakeholder involvement and participation will be lacking. This may suggest that, for effective stakeholder engagement and involvement, leadership must be active as it is evident from the presented data that the community and other stakeholders consider the views of their leaders as significant.

Paying attention to the interviews and FGD, respondents were asked whether or not leadership has any influence in the programme. Some expressed their views and said:

> For us youth in business, we rely heavily on our leaders to ensure that we are properly represented. I believe leadership plays a crucial role in ensuring that our interests are considered in programmes of this nature. Without any hesitation, leadership always has [an] influence (FG5 R4)

> Of course, leadership always influences a policy direction, in my experience as a government official, without the buy-in of the leaders of any forum or community there will be no movement (FG3 R3).

In most cases, for investors to invest resources to the programme, first thing they want is assurance that the community or stakeholder leadership interest are considered and if they have any influence in it (FG1 R6).

The interviews and FGDs indicate that leadership has an influence on policy direction. What seems to be a shared idea from these results is that stakeholders acknowledge that leadership has influence on such programmes. Interestingly, both these results suggest that active leadership has an effect in the community and other stakeholder's participation and involvement, while leaders have influence on the policy direction. This may suggest that leadership is crucial in policy-making, implementation and governance and that the involvement or non-involvement of stakeholders depends largely on active leadership.

5.5.3 Capacity building and leaders' empowerment

In the contemporary era, leadership is a significant variable that determines the failure or success of collaborative governance. Historically, leadership encounters different challenges. Primarily, it encourages trust amongst other stakeholders and enables them to deliberate and engage fruitfully in deliberations whilst; other challenges often arise when leaders seek to assist the already functional group of stakeholders to engage in more creative and innovative problem-solving activity. Therefore, these kinds of challenges call upon leaders to have certain skills. Therefore, the researcher sought to determine whether or not it is necessary to have leaders who are educated in collaborative governance prompted by the SLEDP and who are responsible for ensuring that leaders are capacitated. The respondents were asked if it is the duty of public managers to build capacity and to empower community leaders. Table 5.11 shows the views of the respondents.
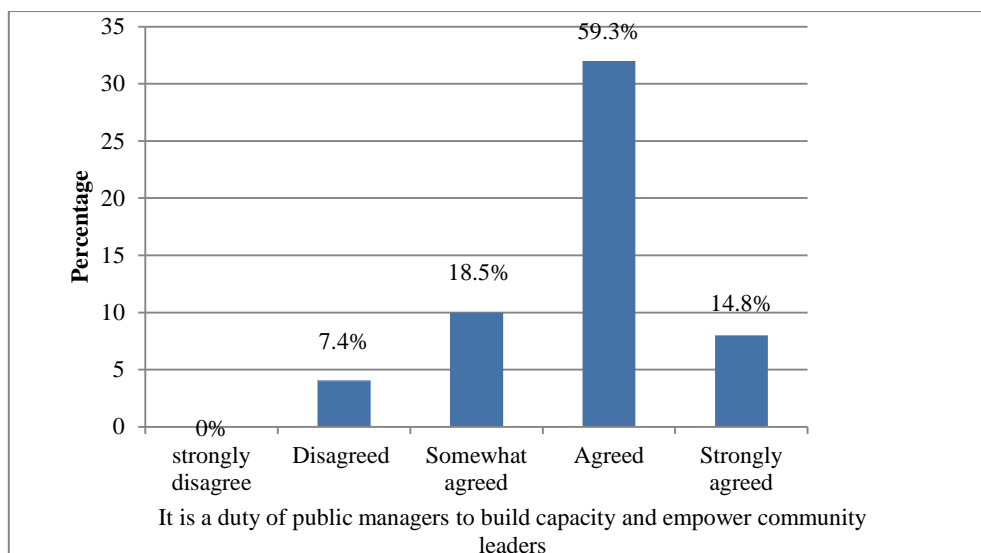
Source: Researcher (2019)

Figure 5.12: It is a duty of public managers to build capacity and to empower community leaders

As can be seen from Figure 5.12, the majority (59.3 percent) agree that it is the duty of public managers to build capacity and to empower community leaders, while 14.8 percent strongly agree and 18.5 percent somewhat agrees. A minority (18.5 percent) of respondents disagreed to this and non-strongly disagreed. From the presented data, it is apparent that the respondents are of the view that public managers must ensure that leaders are capacitated and empowered in order for them to render an effective facilitative leadership role in the SLEDP. This suggests that in order for any collaborative governance to be effective, governance must take the responsibility of ensuring that leaders are well-capacitated and empowered as, according to the data presented in Figure 5.11, it is of paramount importance for leaders to be capable and empowered in order to play a meaningful role and encourage community and other stakeholders' participation.

Turning to the FGDs and interviews, respondents were asked what their organisation was doing towards empowering the leadership at the stakeholders' level, particularly the community leaders, as the district demographic is the rural area. Respondents expressed their view and said:

> *In any forum or grouping, members select their leaders based on experience,*
> *capabilities and qualities possessed. Capable leaders are a requisite for the success*

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of the forum. Lucky enough, since we are a youth forum, one of attributes we look for in a leader is education and capability (IR9).

We conduct workshops and training particularly for the TC and Councillors since they are also a structure of government (IR4).

The department has a number of incubation and training interventions aimed at equipping and capacitating leaders of business groupings and forums (IR2).

One of the contributions from the chamber to its members is to capacitate and provide skills and resources to them. The chamber is of the view that we equipped and capacitated business leaders have the potential to create more employment and contribute meaningful[ly] to the economy (FG3 R2).

The interviews and FGDs show that government acknowledges the importance of building capacity for the community leaders. The interviewees mentioned that skilled and capable leaders are a requisite for any successful stakeholder engagement and relations. Interestingly, both these results suggest that public managers must ensure that community leaders are well capacitated and empowered in order to have successful stakeholder engagement. This suggests that capable and empowered leadership is important in any stakeholder engagement and government must intensify their training and empowerment programmes aimed at ensuring that community leadership and other stakeholders are capacitated.

Overall, the third research question of this study sought to find out the influence of collaborative governance on improving LED, prompted by the SLEDP. From the results, it is apparent that for collaborative governance to have influence in improving matters of LED, facilitative leadership is a significant variable that determines the failure or success of collaborative governance. The results further suggest that the participation of stakeholders is determined by leadership, while leaders who are well-equipped and capacitated also have an effect on the results of collaborative governance. Therefore, the results suggest that for collaborative governance to have influence in LED matters, facilitative governance is crucial in achieving successful collaborative governance that can positively influence LED matters.

5.6 Collaborative process

The last research question of this study sought to examine the degree and impact of Public-Private Partnership (PPP) in stakeholder engagement prompted by the ILembe Swiss Local

Economic Development programme. Globally, governments have realised that they cannot work in isolation and that they cannot solve problems alone. While there are different conceptualisations that place emphasis on various analytic dimensions of the occurrences, they are all essentially rooted in the investigation of multi-institutional arrangements which involve government, civil society and private sector designed to address public policy or problems that are difficult to resolve in isolation. Therefore, this research sought to examine the impact and degree of PPP in stakeholder engagement.

5.6.1 Partnerships on areas of common values

Partnerships in the state decision-making have, over the years, blossomed. Collaborative governance means engaging government agencies and non-government stakeholders in shared decision-making. This usually utilises deliberations and ethical negotiations to solve a public problem that an isolated action will be unable to address. This partnership, or collaboration, has been observed to enhance democracy; legitimacy; productivity and entry to resources. The researcher needed to determine whether or not partnerships produce areas of common values and interest amongst the stakeholders. The respondents were asked if there are areas of common values jointly identified by the SLEDP stakeholders. Figure 5.5 shows the views of the respondents:

Table 5.5: There are areas of common values jointly identified in SLEDP stakeholders: Cross tabulation

Division		there are areas of common values jointly identified in the SLEDP stakeholders				Total
		D	SWA	A	SA	
ICC	Count	0	0	4	1	5
	% within Division	0.0%	0.0%	80.0%	20.0%	100.0%
	% within there are areas of common values jointly identified in the SLEDP stakeholders	0.0%	0.0%	14.3%	10.0%	9.3%
	% of Total	0.0%	0.0%	7.4%	1.9%	9.3%
EDTEA	Count	0	4	1	0	5
	% within Division	0.0%	80.0%	20.0%	0.0%	100.0%
	% within there are areas of common values jointly identified in theSLEDP stakeholders	0.0%	30.8%	3.6%	0.0%	9.3%
	% of Total	0.0%	7.4%	1.9%	0.0%	9.3%
IDM	Count	0	1	4	4	9
	% within Division	0.0%	11.1%	44.4%	44.4%	100.0%
	% within there are areas of common values jointly identified in the SLEDP stakeholders	0.0%	7.7%	14.3%	40.0%	16.7%
	% of Total	0.0%	1.9%	7.4%	7.4%	16.7%
SSEA	Count	0	0	4	1	5
	% within Division	0.0%	0.0%	80.0%	20.0%	100.0%
	% within there are areas of common values jointly identified in the SLEDP stakeholders	0.0%	0.0%	14.3%	10.0%	9.3%
	% of Total	0.0%	0.0%	7.4%	1.9%	9.3%
Community Members	Count	3	8	15	4	30
	% within Division	10.0%	26.7%	50.0%	13.3%	100.0%
	% within there are areas of common values jointly identified in the SLEDP stakeholders	100.0%	61.5%	53.6%	40.0%	55.6%
	% of Total	5.6%	14.8%	27.8%	7.4%	55.6%
Total	Count	3	13	28	10	54
	% within Division	5.6%	24.1%	51.9%	18.5%	100.0%
	% within there are areas of common values jointly identified in the SLEDP stakeholders	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	5.6%	24.1%	51.9%	18.5%	100.0%

D= Disagree, SD= Strongly Disagree, SWA= somewhat agree, A= Agree, SA = Strongly Agree. Field Survey 2019. Sample size = 54

As seen from Table 5.5, the majority (51.9 percent) of the respondents agreed that there are areas of common values which are jointly identified by the SLEDP stakeholders. Table 5.5 further shows that 80 percent of ICC respondents agreed that there are areas of common values which are jointly identified by stakeholders of the SLEDP, While 80 percent of SSEA respondents also agreed with this and 50 percent of the community division respondents agreed with this. Table 5.5 further shows that 14.3 percent of respondents who agreed with this were from ICC, while 14.3 percent of all respondents who agreed with this were from SSEA and 53.6 percent of all respondents who agreed were from the community division. From the results on the presented data, it is apparent that the majority of the respondents

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agreed that there are areas of common values jointly identified by stakeholders of SLEDP. The result further reveals that all non-government stakeholders are of the same view and were able to identify areas of common values and interest.

Table 5.5 shows that 20 percent of respondents from EDTEA agreed with this while 3.6 percent of all the respondents who agreed were from EDTEA. Moreover, 11.1 percent of IDM respondents agreed with this and 7.7 percent of all respondents who agreed with this were from IDM. From the results, it is apparent that government officials view the partnership differently from non-governmental stakeholders. A possible explanation for this may be that government has always been perceived as the stakeholder who has resources whereas other stakeholders form partnerships with government with the aim of leveraging those resources; therefore, this makes government sceptical of forming partnerships with other non-governmental agencies. However, the views of the respondents were insignificantly-related to the divisions of the respondents as illustrated in Chi-square test (χ^2= 19.277, df = 12, p = 0.082). Therefore, it can be concluded that the variations were as a result of chance.

Turning now to the interviews and FGD, the researcher sought to establish how organisations ensure that the stakeholder engagement propel private firms to explore and integrate local clientele in the SLEDP. The views of the respondents are illustrated and summarised in Matrix 5.4.

Matrix 5.4: Summary of response on community participation in the SLEDP initial stages

Sub-question	Respondents' responses	Sources
How does your organisation ensure that the stakeholder engagement propels private firms to explore and integrate local clientele in the ILembe Swiss Local Economic Development?	*We normally invite all stakeholders to briefings whenever there are programmes of such standing. Normally in government, PPP usually apply when there is procurement related and that is where we test the markets, we appoint and formalize PPP. In the contract we ensure that the private company subcontract community business and procure local and employ local people*	FG3 R1
	This is not the first PPP programme we have undertaken. There was Gijima programme which the Province partnered with EU. Local clientele were encouraged to apply for this fund as it aimed at supporting LED project across the country. The	IR2

	private sector as well was encouraged to invest as well. Same as this programme.	

The respondents revealed similar yet different views, as the other respondents alluded to the process of government procurement, while the other alluded to the previous learnings from programmes of this nature. Interestingly, the interviewee talk of PPP as partnerships that are formed because there is minority incentive attached, ignoring other aspects that stakeholders leverage from PPP, like transfer of skills, sharing of ideas, sharing of technology and sharing of best practices from one another.

From both these results, it is apparent that the views from stakeholders differ and the meaning of partnership differs as well. While other stakeholders have identified areas of common interest and values, government is of a different view that it is the only one from whom other stakeholders can leverage.. This is concerning as the level of unfinished projects formed in PPP in the country is alarming and this may be the cause. Thus government may consider forming partnerships with other institutions where monitory value is not the only factor for PPP.

Overall, the last research question of this study sought to examine the degree and impact of Public-Private Partnership (PPP) in stakeholder engagement prompted by the ILembe Swiss Local Economic Development Programme. From the results, it is apparent that non-government stakeholders are able to identify areas of common interest and values that have a positive impact on stakeholder engagement, while government is only concerned that other stakeholders form partnership with it for the purpose of leveraging resources, particularly financial resources, and end up not fulfilling the terms of the PPP which renders a negative impact on stakeholder engagement and on the success of LED projects.

From the results, it is evident that some stakeholders, particularly the community are not involved nor have they participated in the SLEDP's initial stages, while government is spearheading the programme from its inception phase and the only stakeholder involved was the funder. Therefore, the results suggest that the actor influences or affects policy.

5.7 Discussion

With regard to the wider research questions of the study, the section that follows places focus on and discusses the results regarding what was revealed in the study.

5.7.1 The degree of Stakeholder engagement

The initial question of this research study aimed at determining the degree of stakeholder engagement in the SLEDP. The researcher aimed at comprehending the degree of stakeholder engagement prompted by the SLEDP stakeholders. Thematic matters that developed from this research question included: the need to redesign the stakeholder engagement framework; stakeholder satisfaction; adequate stakeholder involvement; Stakeholder communication links and stakeholder engagement feedback systems. These thematic issues are discussed below.

The need to redesign the stakeholder engagement framework

In democratic countries around the globe, stakeholders, particularly the citizens, are assumed to be important and that their involvement and participation, whether indirect or direct, is fundamental to policy formulation, implementation and governance. When the respondents were asked if there is a need for government to redesign the stakeholder engagement framework, the responses received indicated that the respondents see the need for government to redesign stakeholder engagement. Interestingly, the views expressed by the questionnaire-surveyed respondents were similar and consistent with the previous work done by Sulemana & Simon (2018), who examine the degree of stakeholder participation in Monitoring and Evaluation of projects in Ghana and who report that the support and framework for stakeholder engagement in policy formulation, implementation and governance has been ineffective. Furthermore, they argue that the degree of stakeholder engagement in African countries can be labeled as tokenistic and consultative which, in their view, does not characterise the deeper meaning of engagement.

Similarly, the results correspond with the assessment made by Cristofoli, Meneguzzo, & Riccucci (2017) well, who provide a Public Management review and who found that governments have for many years been undergoing processes of reform, under the broader notion of the New Public Governance (NPG) and New Public Management (NPM), where collaboration is founded on the relationship between the state, private sector, social enterprises, civil society and Non-Profit Organisations. Although these findings and dispositions are interesting, the current stakeholder engagement framework is ineffective and the relationship between the stakeholders is somewhat disjointed. Therefore, new stakeholder engagement frameworks that will suit the current setting should be considered if the desire and appetite to have successful stakeholder engagement is to be satisfied. That being said, the implications for these findings is the inevitability that ideally, if the current stakeholder

engagement framework utilised is not reviewed, continuous stakeholder dissatisfaction protests will persist; loss of inward-investment to the country, poor services delivery, continuous lack of accountability and transparency; and, eventually the loss of confidence in the government on the part of the citizens and other stakeholders will result.

The interviewees' perspectives were similar to those of the surveyed respondents and their views paint a picture that suggests that, even though there is a stakeholder engagement framework in policy formulation, implementation and governance, it is ineffective and needs to be re-designed in a way that will enable all stakeholders to have a meaningful role in policy formulation, implementation and governance. The most intriguing correlation is that both results show that the structures and systems utilised for stakeholder engagement are also ineffective as the majority of respondents agree that government needs to re-design the stakeholder engagement framework in policy formulation, implementation and governance in the ILembe District Municipality.

These results are indistinguishable from those of many other scholars like Brian & Alford (2015); Alford & O'flynn (2012) and Nowell & Harrison (2016) who, in their respective studies, report that the existence of collaborative relationship is most likely to improve the understanding of policy-formulation, where multi-stakeholders with varied expectations, skills, interest, knowledge and values are engaged in a common goal. The importance of an effective stakeholder-engagement framework is emphasised by Alford & O'flynn (2012), who argue that it is one form which is often termed as collaborative advantage where each stakeholder has a certain responsibility and role to render in policy formulation, implementation and governance and, if done correctly, the challenges experienced in policy-formulation will not persist.

Stakeholder satisfaction in the Swiss Local Economic Development programme in ILembe District Municipality

Stakeholder satisfaction is regarded as one of the most important aspects of stakeholder engagement. Many varied interests can both be positively and negatively affected throughout the duration of a policy formulation, development and governance. On the question of being satisfied with being the host district for the SLEDP, this study aimed at comprehending the level of stakeholder satisfaction for hosting the SLEDP. This study found that the stakeholders were not certain about being hosts of the SLEDP. The study participants reported that roadshows, public consultations and programme awareness activities were

conducted. However, they reported further that the attendance of the community was not what wat had been hoped for and their view is that the stakeholders, therefore, lack awareness of the programme. This finding provided reasons as to why the stakeholders of SLEP are uncertain about the programme. Therefore, they are not aware of it and they further confirm to the earlier observation made by Alford & O'flynn (2012) that revealed that there is still a need for government to redesign an effective stakeholder engagement framework.

This substantiates the previous findings in the literature where a recent study by Li, Ng, & Skitmore (2013), evaluates the stakeholder satisfaction throughout the public participation in construction and infrastructure projects in Mainland China and Hong Kong. The study found that the present participatory usage in China typically takes the form of apprising the stakeholders of the concluded designs and plans instead of inviting them to convey their views and opinions without obstruction before decisions are taken and which, according to the author, is contrary to the perceived spirit of stakeholder engagement. Moreover, further studies carried out byThaler & Levin-Keitel (2016), Thaler, Tseng & Rowsell (2012) concur with these findings. Their studies examine stakeholder engagement in flood-risk management. They report that stakeholder engagement that can be deemed as successful if determined by the awareness and involvement of community-based stakeholders. However, they observe that the engagement of local stakeholders is heavily dependent on their social capacity like self-interest, motivation, networks, organisation, knowledge and procedural capacity. From what the body of knowledge has observed; it is apparent that stakeholders, particularly the community, are not satisfied with the manner in which policies that affect their day- to-day lives are being formulated, the manner in which their participation and involvement is limited, while their interests and concerns are not taken into account. Some of the issues emerging from this finding relates specifically to citizens' dissatisfaction in a broader context and raises concerns as to whether or not citizens' participation and involvement in government matters in SA is effective or not, or if the interests, concerns and views of a normal citizen in SA matter and what influence the citizens have on government.

Level of community involvement in the Swiss Local Economic Development Programme in ILembe District

In relation to the views of stakeholders on community involvement in the SLED, the study intended to ascertain the emotions of the stakeholders on community involvement. The results from the survey questionnaires indicate that the majority of the stakeholders are of the view that the community is not involved in the SLEDP. However, the interviews of

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respondents illustrated varied feelings regarding the critical role played by the stakeholders' in the programme.

Varied as they are, there were similarities in the responses as they felt that they, as the stakeholders, have critical roles to play in the SLEDP. The varied views were on the actual and already-played roles. This result may suggest that all stakeholders are aware how critical their roles are in the programme. However, the role of the community seems to be undermined by other stakeholders. Overall, these results indicate that, while other stakeholders acknowledge that their roles are critical and they have maximum involvement, the community is, however undermined by other stakeholders resulting in their involvement being nullified.

These research results and findings corroborate the recent work done by Atela, Quinn, Minang, & Duguma (2016) when examining the connection between Kenyan sectorial policies and stakeholder engagement as far as reduced emission on deforestation and forest degradation is concerned. The authors found that the exclusion of communities negates government commitment to protect the rights, involvement and participation of the community. Their study provides further support to this current research, as they report that local communities in Kenya are not adequately involved in the state process because the government and the private sector assume the members of the community do not posess the technical knowledge and expertise required. In their view, the exclusion of the community in decision-making implies that the community's circumstances are not considered and incorporated in the policy decision, reflecting negative forward interplay between government, the private sector and community socio-economic situations.

Also in line with this is the study of Dahan, Doh, & Raelin (2015), who found that the citizens'/ community's rights to be involved and to participate in public policy are often not adhered to. Dahan et al., (2015) submit that the role of the state has come to be increasingly important in ensuring that the community as a stakeholder is involved and protected. In addition, they suggest that government must play an active role to engage other stakeholders, particularly the community, as government is furnished with both power and legitimacy to protect the fundamental rights of the community to participate and to be involved. Presumably, this work has revealed that there is a lack of meaningful and effective community involvement and participation in public policy in South Africa, particularly at a local level. Therefore, the researcher is of the view that the presented findings have important implication for solving the community service delivery protests and policy uncertainty

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experienced in the country which results in the insufficient or, rather, lack of inward investment.

Stakeholders' communication links

With regard to the perceptions of the SLEDP stakeholders on communication links, the study intended to establish whether or not there are effective communication links that already exist. This study found that amongst the stakeholders there are frequent communication links that have been established which are not extended to all the stakeholders. Frequent and healthy communication amongst the stakeholders in regarded as significant in policy development, implementation and governance. This result reflects those of Lim & Greenwood (2017) who found that stakeholders are enabled to ensure that the state is acting in their best interest and argue that this conflict can be resolved by voluntarily disclosing information and enabling the monitoring of municipal activities. Their study found further that, in municipalities, the degree of community engagement is below the acceptable standards and municipalities must actively utilise modern tools of communication like social media to involve the community and for the community to have effective participation. This result further supports the previous events that have occurred in the RSA, for instance, the *#fees must fall#* movement which was organised and gained momentum utilising social media like Facebook and Twitter, where students around the country had a similar interest. The present study raises the possibility that the conventional means of communication like Izimbizo, ward community meetings, Integrated Development Plans meetings and other forms that are currently used are not effective and, as suggested by Lim & Greenwood (2017), the use of contemporary means like social media, bulk texting (whats App and sms) and call-centre services are more needed to ensure that the community is more involved as a stakeholder.

Effective Stakeholder collaboration and partnership Feedback system

The researcher had to ascertain whether or not the respondents were of the view that for effective partnerships or collaborations, there is need for a feedback system through which government can ascertain whether the community and other stakeholders are actively involved or not in policy formulation and implementation. The results revealed that for effective partnerships and collaborations, there should be a feedback system and the respondents interviewed shared a similar view that in order for the stakeholders to be involved in policy formulation, implantation and governance; there should be a an effective

feedback system that would ensure that all partnerships formed are functional and have the ability to attain the anticipated benefits and results. This finding broadly supports the work of other studies in this area linking stakeholder collaboration and partnership with an effective feedback system. Storey, Santucci, Fraser, Aleluia, & Chomchuen (2015) established that engaging stakeholders is critical and without proper attention to the stakeholders behaviour needs, constraints and preferences, partnerships or collaborations will be undermined and investment in communication must be considered as it has been proven to strengthen partnership relationships. In their view, such communication may include, amongst other things, training, education, awareness and campaigns. The present findings might help to solve the issues of distrust amongst the stakeholders and also assist with the legitimacy issues.

5.7.2 Project initial stages: stakeholder involvement

The second research question of this study sought to determine the actors that influence or affect policy formulation/development and implementation in LED prompted by the SLEDP. Thematic issues that arose from this research question were: stakeholder involvement in the project's initial stages; adequate engagement in the project's initial stages and lack of community participation in the project's initial stages and these thematic issues are discussed below.

Stakeholder involvement in the project initial stages

The study sought to determine whether or not all stakeholders were involved in the initial stages of the programme. As expected, this research study found that not all stakeholders were involved in the programme's initial stages. The interview respondents indicated and also suggested that only the Department officials, District officials and the programme funder representatives were the stakeholders involved in the initial stages. The outcome of this study is not contrary to those of Heravi, Coffey, & Trigunarsyah (2015) who observed that various stakeholders, groups and individuals are involved in the delivery and provision of construction programmes/projects and each has a specific role to play. However, they found that the involvement of stakeholders in the project's initial phases is mostly determined by the type of requirements needed in the undertaken project whereby only certain stakeholders who possess such requirements will be fully involved.This finding appears to be well substantiated by the study of Waligo, Clarke, & Hawkins (2013) who observe that ineffective or lack of stakeholder engagement and involvement in the sustainable tourism initial project

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stages is the foremost obstacle. The author acknowledges the importance of recognising, involving and engaging stakeholders in the initial stages and argues that stakeholder involvement is an answer to address sustainable tourism challenges such as: poor administration, mistrust in the public policy, failure to involve and engage the grass-roots population and this hampers lines of communication. This finding/ outcome would seem to show that stakeholder involvement in the initial stages is limited to skills, expertise and other requirements that may be required in the initial phases. Therefore, this implies that there are stakeholders particularly in the community who are by default excluded from participating and being involved in the programme's initial stages because participation in this phase is determined by skills, expertise and other attributes a community member might not have. This could potentially affect the work of government negatively in different levels, leading citizens to second-judge the motives of government when executing its duties. Moreover, this could have colossal effects on the already formulated policies which are of interest to the country such as land reform policies.

Adequate engagement in the project initial stages

Part of stakeholder engagement in the project's initial stages includes adequate stakeholder engagement and involvement. This study sought to determine if the stakeholders, particularly the community, was adequately involved in the SLEDP initial stages. The study established that the majority of the stakeholders were not aware of any stakeholder meeting that took place during the SLEDP initial stages. Furthermore, according to the interviewed respondents, certain stakeholders were not involved in the programme's initial stages nor were they invited to the multi-stakeholder meetings that sought to engage the stakeholders in the initial phases. Interestingly, the data acquired from the interviews reveals that only three (3) institutions were involved which are EDTEA, IDM and the funder, and all other stakeholders are termed as partners who are represented by the government officials. This suggest that in the initial stages of this programme, not all stakeholders were involved and considered to be critical stakeholders who need to be engaged and involved in the programme and are it's beneficiaries. According to Butt, Naaranoja, & Savolainen (2016), evidence found in this study points to the limitation of adequate stakeholder engagement in the SLEDP's initial stages. They argue that stakeholder routines should enable and facilitate knowledge-sharing of stakeholders to be able to learn and understand different stakeholders perspectives, interest in the programme, their expectations and their influence in shaping the programme outcomes. Similarly, the author found that in most major projects there is a lack

of trust amongst the stakeholders, which in their view is caused by selective stakeholder engagement which often results in unstable stakeholder relationship and poor co-operation. This further confirms the findings of Pernille, Eskerod & Vaagaasar (2014)) and Eskerod, Huemann & Ringhofer (2015),who in their studies found that the involvement of stakeholders throughout the project cycle is essential because it allows the understanding and learning of the stakeholder requirements, wishes, needs and concerns.

These observations have several implications for research into stakeholder engagement in the South African context as they potentially mean that the stakeholders are not adequately involved and engaged in the programme/project's initial stages. This implies that projects are undertaken without taking into account the stakeholders' interests, concerns, knowledge and views regarding projects or policies that directly or indirectly affect the stakeholders either positively or negatively. This result is supported by reports of service delivery protests where residents of Alexandra Township were raising their concerns and showed signs of mistrust in government in relation to a multi-million Rand housing project. The same protest illustrated that even the spheres of government (National, Provincial and Local) had different views on the matter and each sphere shifted the responsibility to another sphere, which suggests that there is a lack of adequate stakeholder co-operation, engagement and involvement.

Lack of Community participation in the project's initial stages

Another significant sub-theme that emerged in the analysis of stakeholder involvement in the project's initial stages was the lack of community involvement or participation in the project. The respondents held similar views that the level of the community involvement is poor while interviewed respondents revealed that generally, the community is not invited to participate in any project or programme's initial stages as this is a phase where experts' opinions and managers are required. The correlation in these results may suggest that indeed the community is not invited to participate in programmes and projects, particularly at a local government level. This concurs well with the recent study by Mayer, Van Daalen, & Bots (2018) who aim at establishing how citizens can receive better and more information about their rights in decision-making on social issues. They found that in most democratised combination of activities, policy formulation and analysis fail to undertake a value-free positioning which is, however, its normal and principal objective. Their analysis indicates that participation should be equal and stakeholders must have equal influence in the policy process. They further established that the elites and experts are likely to have more influence, power and participation when compared to normal community members and laymen. In their

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opinion, this requires attention and must be corrected in order for the observed inequalities to be addressed and opinions of all stakeholders are to be considered equally not overlooked.This is corroborated by Kahila-Tani, Broberg, Kyttä, & Tyger (2016), who found that the current community involvement mechanisms are laborious, ineffective and reach few community members at the project/policy planning stages. The implications are similar to those of Mayer et al., (2018) as they both argue that this particular situation often leads to stakeholder dissatisfaction on the outcome and process, and mistrust amongst the stakeholders. This suggests that the findings of this research study provide additional insight into the already existing literature that may be of use to future studies, particularly those studies that seek to establish the broader reasons for lack of stakeholder involvement and lack of trust in the community's capabilities in relation to community involvement in the project's/programme's initial phases. Presumably, this work has revealed that lack of community involvement in the project's/ initial stages is systematic and it is done purposefully as those who are in power do not believe the community has the ability, the skills and knowledge required to contribute at this stage. Therefore, the researcher is of the view that the presented finding has important implications for government to come up with different strategies and mechanisms to consider that community involvement is crucial particularly at planning stages as this would ensure that the outcomes are well-supported and serve the interests of all the stakeholders equally.

5.7.3 The role played by facilitative leadership in the SLEDP

While attempting to establish stakeholder engagement in LED prompted by the SLEDP, the third research question of this study sought to discover the influence of collaborative governance in improving LED prompted by the SLEDP. Thematic issues that arose from this research question were: involvement or non-involvement of stakeholders as a result of leadership; effects of active leadership and capacity-building and leaders' empowerment. These thematic issues are discussed below.

Involvement or non-involvement of stakeholders is a result of leadership

The researcher sought to determine whether or not the involvement or non-involvement of SLEDP stakeholders is as a result of leadership. The study survey respondents revealed that their participation is a result of leadership. As expected, the study found that in rural areas like ILembe District, community members still believe and consider traditional leadership as a source of decision-making for the interest of the community. The study further found that in

a politically-dominated district like iLembe, community participation is determined by political leaders' feelings towards certain projects, programmes and policies. This study's results share similarities with Abas & Halim's (2018) findings. These authors found that in rural Thailand, the village headmen are charged with initiating, planning and managing the community-based activities, particularly those relating to tourism. However, the authors observed that the village headmen have limited power, respect and authority so that this makes it difficult to co-operate with other stakeholders with the aim of serving the interest of the local community. A similar study by Worthy et al., (2016) found that local community undertakings are spearheaded by community leaders. In relation to community participation linked to the political leadership, feelings towards the project or programme, no evidence or literature was found that suggests that the community participation or non-participation is a result of leadership feelings towards the , project or programme. This, therefore, suggests that the findings of this study offer a new insight into the existing literature that may be of use to future researchers.

Effects of active leadership

This current study has to some extent revealed the importance of leadership in stakeholder engagement. Previous results established that participation or non-participation of the community is determined by leadership. The researcher sought to determine further the effects of active leadership as prompted by the SLEDP. The study found that active leadership has an effect in the community and other stakeholders' participation and involvement, while leaders have influence on the policy direction. This may suggest that leadership is crucial in policy-making, implementation and governance and the involvement or non-involvement of stakeholders largely depends on active leadership. Moreover, this result is corroborated by the survey respondents who agreed that if there were more active leaders, the community and other stakeholders would have been more involved. This fits in well with the study by Sun & Henderson (2017) who established that effective leadership encourages a culture of collaboration by fostering shared visions, trust, develops mutual respect and renders opportunities for collaboration amongst the stakeholders. Moreover Sun & Henderson (2017) found that effective leadership ignites collaboration; develops a sense of cohesion amongst the stakeholders, which eliminates isolation and generates opportunities for collaboration. Moreover, this is corroborated by Harb & Sidani (2019), who found that effective leadership is critical in stakeholder engagement change. The authors found that

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leadership influences the invention, acceptance and implementation of innovative ideas. From what the literature has observed, it is apparent that effective leadership has effects on stakeholder engagement and leadership has influence in the project/ programme or policy.

Capacity building and leaders empowerment

Leadership that is capable is crucial to the success of stakeholder engagement and the project. This research sought to determine whether it is necessary to have leaders who are educated in collaborative governance prompted by the SLEDP and who are responsible for ensuring that leaders are capacitated. The respondents were of the view that public managers must ensure that leaders are capacitated and well-empowered in order for them to render an effective leadership role in the SLEDP. This suggested that in order for any collaborative governance, government must make it its' responsibility to ensure that leaders are well capacitated and empowered. The data indicated that it is of paramount importance for leaders to be capable and empowered in order to play a meaningful role and to encourage community and other stakeholders' participation. This is supported by interview data which shows that government acknowledges the importance of building capacity for community leaders. The interviewees mentioned that skilled and capable leaders are a prerequisite for any successful stakeholder engagement and relations. This substantiates previous findings in the literature by various scholars like Nuttavuthisit, Jindahra, & Prasarnphanich (2014);Royo, Yetano, & Acerete (2011) and Setokoe, Ramukumba, & Ferreira (2019), who, in their respective studies, found that community leadership lacked entrepreneurship language and had limited capacity in issues of community development. They further established that leadership credibility is linked to their capabilities and capacity in ensuring community involvement and that participation is meaningful. Moreover, Setokoe et al., (2019) argue that their findings further aid the development and improvement of the locals' ability to be involved and to participate in issues of decision-making processes. In addition, the authors found that community leaders are in need of training in areas of finance, marketing, administration and entrepreneurship. This study's findings are indistinguishable from those of Khumalo's (2018) study that found that one of the obstacles encountered in LED in South Africa is the frail local government units, which result in difficulties to co-ordinate and mobilise various stakeholders into a significant collaboration. Furthermore, her findings suggest that this results in disjointed initiatives, which, in most cases, are not sustainable. She further observes that lack of leadership capacity continues to stifle LED success in SA. This underlines the importance of

leaders who are capable of rendering effective leadership and it further suggests that local government officials also lack understanding in matters such as stakeholder engagement.

5.7.4 Collaborative process

The last research question of this study sought to examine the degree and impact of Public-Private Partnership (PPP) in stakeholder engagement prompted by the SLEDP. A sub-theme that emerged from this research question is partnerships in areas of common values.

Partnerships in areas of common values

The researcher needed to determine whether or not partnerships are formed as a result of areas of common values and interest amongst the stakeholders. Significantly, this study found that various stakeholders acknowledge that there are areas of common values jointly identified by stakeholders of the SLEDP. The result further reveals that all non-government stakeholders are of the same view that they were able to identify areas of common values and interest. The study further established that that government as a stakeholder, views partnership differently from non-governmental stakeholders. These results are consistent with those of Sifolo, Rugimbana, & Hoque (2017) who examine the role of stakeholder engagement in the implementation of policies of tourism and government support in the Province of the Northern Cape, South Africa. Sifolo et al., (2017) found that the municipality is failing to work efficiently with other tourism stakeholders particularly the private sector. His study reveals further that there are no partnerships formed amongst stakeholders of tourism in the province. Furthermore, this lends support to previous findings in the literature, particularly in tourism studies. A study by Soemitro & Adnyana (2016) found that, in Indonesia, the government wants to continue with the project of construction without forming any partnerships with other stakeholders as government is of the view that the majority of Indonesian construction projects were concluded with local budgets and government funding. On the other hand, other stakeholders like the private sector want to participate in construction projects as investors while the community wants to participate in the construction projects by means of employment (30 percent of employees being local). Their study also found that there are conflicts between the central government and local government hindering any chances of collaboration amongst the stakeholders even though there are identified areas of common value and interest. These observations have several implications for research into stakeholder engagement in the South African context and these results reveal that government is skeptical to form partnerships with other stakeholders even

though it is evident that governments across the globe are financially-constrained and struggling. The implications of these results are concerning for government in South Africa as millions of rand are wasted on projects that are not completed, on projects that are below the expected standards and continuous conflicts between local, provincial and national government in taking responsibility for development. Matrix 5.5 provides a comprehensive summary of the research questions, emerging themes and literature.

Matrix 5.5: Summary of research question, themes and literature

Research question	Emerging themes	Interaction with literature	Sources
What is the degree of stakeholder engagement in the ILembe Swiss Local Economic Development programme?	▪ The need to redesign stakeholder engagement framework ▪ Stakeholder satisfaction ▪ Level of community involvement ▪ Stakeholders' communication links ▪ Effective Stakeholder collaboration and partnership Feedback system	▪ Governments have for many years been undergoing processes of reforms, under the broader notion of the New Public Governance (NPG) and New Public Management (NPM) where collaboration is founded on the relationship between the state, private sector, social enterprises, civil society and Non-Profit Organisations ▪ The existence of collaborative relationship is most likely to improve the understanding of policy formulation where multi-stakeholders with varied expectations, skills, interest, knowledge and values are engaged in a common goal. ▪ Participatory usage typically takes a form of apprising the stakeholders of the concluded designs and plans instead of inviting them to convey their views and opinions without obstruction before decisions are taken and which according to the author is contrary to the perceived spirit of stakeholder engagement. ▪ The engagement of local stakeholders is heavily dependent on their social capacity like self-interest, motivation, networks, organisation, knowledge and procedural capacity. ▪ The local communities are not adequately involved in the state process because government and the private sector assume the members of the community do not poses the technical knowledge and expertise required. In his view, the exclusion of the community in decision-making implies that the community circumstances are not considered and incorporated in the policy decision, reflecting negative forward interplay between government, the private sector and community socio-economic situations. ▪ Exclusion of communities negates government commitment to protect the rights of the community to be involved and participate. ▪ Citizens'/ community's rights to be involved and participate in public policy are often not adhered to. The role of the state has come to be increasingly crucial in ensuring that the community as a stakeholder is involved and protected. ▪ Stakeholders are enable to ensure that the state is acting in their best interest and argue that this conflict can be resolved by voluntarily disclosing information and enabling the monitoring of municipal activities. ▪ The degree of community engagement is below the acceptable standards and municipalities must actively utilise modern tools of communication like social media to involve the community and for the community to have effective participation. ▪ Engaging stakeholders is critical and without proper attention to the stakeholders' behaviour	▪ Alford and O'flynn (2015) ▪ Li et al. (2013) ▪ Thaler and Priest (2014) ▪ Atela et al. (2016) ▪ Dahan et al. (2015) ▪ Lim and Greenwood (2017) ▪ Storey et al. (2015)

		needs, constraints and preferences partnership or collaborations will be undermined and investment in communication must be considered as it has been proven to strengthen partnership relationships.	
		▪ Communication may include amongst other things training, education, awareness and campaigns.	
Who are the actors that influence or affect policy formulation/development and implementation in LED prompted by the ILembe Swiss Local Economic Development?	▪ Stakeholder involvement in the project initial stages ▪ Adequate engagement in the project initial stages ▪ Lack of Community participation in the project initial stages	▪ Various stakeholders, groups and individuals are involved in the delivery and provision of construction programmes/ projects and each has a specific role to play. ▪ Stakeholder routines should enable and facilitate knowledge sharing of stakeholders to be able to learn and understand different stakeholders' perspectives, interest in the programme, their expectations and their influence in shaping the programme outcomes. In most major projects there is a lack of trust amongst the stakeholders, which is caused by selective stakeholder engagement which often results in unstable stakeholder relationship and poor cooperation. ▪ Democratised combination of activities, policy formulation and analysis fail to undertake a value- free positioning, however, its normative and principal objective. Participation should be equal and stakeholders must have equal influence on the policy process. The elites and experts are likely to have more influence, power and participation when compared to a normal community member and laymen.	▪ Heravi et al. (2015) ▪ Butt et al. (2016), ▪ Mayer et al. (2018)
How can collaborative governance be improved in LED prompted by the ILembe Swiss Local Economic Development programme?	▪ Involvement or non-involvement of stakeholders is a result of leadership ▪ Effects of active leadership ▪ Capacity building and leaders empowerment	• The village headmen are charged with initiating, planning and managing the community-based activities particularly those relating to tourism. However, the village headmen have limited power, respect and authority, making it difficult to cooperate with other stakeholders with the aim of serving the interest of the local community • Local community undertakings are spearheaded by community leaders. • Effective leadership encourages a culture of collaboration by fostering shared visions, trust, develop mutual respect and render opportunities for collaboration amongst the stakeholders.that effective leadership ignite collaborations; develop a sense of cohesion amongst the stakeholders which eliminate isolation and generate opportunities for collaboration • Effective leadership is critical in stakeholder engagement change. Effective leadership influences the invention, acceptance and implementation of innovative ideas. From what the literature has observed, it is apparent that effective leadership has effects on stakeholder engagement and leadership has influence in the project/ programme or policy. • Community leadership lacked entrepreneurship language and had limited capacity in issues of community development. Leadership credibility is linked to their capabilities and capacity in ensuring that community involvement and participation is meaningful.	▪ Abas and Halim (2018) ▪ Worthy et al. (2016) ▪ Sun and Henderson (2017) ▪ Harb et al. (2019) ▪ Setokoe et al. (2019)
How does Public-Private Partnership impact on the degree of stakeholder engagement prompted by SILEDP?	▪ Partnerships on areas of common values	• Municipalities are failing to work efficiently with other stakeholders particularly the private sector. • government wants to continue with the project of construction without forming any partnerships with other stakeholders as government is of the view that the majority of the projects were concluded with local budget and government funding	▪ Sifolo et al. (2017) ▪ Soemitro and Adnyana (2016)

5.8   Chapter summary

This chapter analysed and presented the findings of the surveys, FDG and interviews discussions as conducted in the study. The chapter presented figures and tables. Moreover, data were collected from two government institutions, one foreign institution, one private sector and the community. All are stakeholders of the SLEDP. In this chapter, respondents' views from all the institutions were presented. The results of the study revealed the perception of the SLEDP stakeholders in relation to stakeholder engagement. All respondents who are the SLEDP stakeholders had a similar view, as they all highlighted that there is a need for government to re-design the stakeholder engagement framework. This study has established that all stakeholders are aware of how critical their role is in the programme. However, the role of the community seems to be undermined by other stakeholders. As such the study further found that not all stakeholders were involved in the programme in the initial stages when it would have been expected that all stakeholders are involved. The data from the FGD and interviews also suggests that the Department officials, district officials and the programme funder representatives were the only stakeholders involved in the initial stages.

Remarkably, the results show that not all stakeholders were involved and engaged in the project initial stages. Moreover, the study established that the community of IDM still considers the traditional leadership as a source of decision making particicularly in matters impacting the community. What seems to be a shared idea from these results is that stakeholders acknowledge that leadership has influence in such programmes. Lastly, this study found that that various stakeholders acknowledge that there are areas of common values jointly identified by stakeholders of the SLEDP. The result further reveals that all non-government stakeholders are of the same view that there were able to identify areas of common values and interest. The study further established that government as a stakeholder, views partnership differently from non-governmental stakeholders. The follow chapter gives a comprehensive summary of findings. It further provides recommendations and a conclusion.

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CHAPTER 6: SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1 Introduction

The previous chapter presented and analysed the results of this research study. The broader aim of the study is to examine the stakeholder engagement effects and importance in the SLEDP. This chapter renders a brief summary of this research study and presents findings. It further provides a conclusion in relation to the research questions and objectives. Lastly, this chapter renders the recommendations and thereafter declares the study limitations. This research study will further provide areas of future research studies.

6.2 Summary of the research objectives and research questions

The fundamental challenge that was the basis of this study is illustrated in the preliminary literature review. The preliminary literature review indicates that LED policy strategy in the Ilembe District is characterised by poor policy framework preventing stakeholders other than government from participating and contributing meaningfully to LED initiatives instituted by the government. Moreover, poor planning and co-ordination from LG is identified as the root cause of LED failure. Furthermore, other stakeholders are not invited to participate and are not involved as partners in LED matters, due to the failure of LG to understand LED and the LG is financially constrained. Due to this, LED stakeholders lack participation in LED initiatives. If no partnerships or collaboration are formed, LG loses out on opportunities to leverage stakeholders' financial benefits, skills and investment. Table 6.1 renders a summary of research questions and objectives of this research study.

Table 6.1: Summary of research objectives and research questions

	Research Objectives	Research Questions
1.	To explore the degree of stakeholder engagement in the ILembe Swiss Local Economic Development programme	What is the degree of stakeholder engagement in the ILembe Swiss Local Economic Development programme?
2.	To ascertain the actors that influence or affect policy formulation/development and implementation in LED prompted by the ILembe Swiss Local Economic Development.	Who are the actors that influence or affect policy formulation/development and implementation in LED prompted by the ILembe Swiss Local Economic Development?
3.	To discover the influence of collaborative governance in improving LED prompted by the ILembe Swiss Local Economic Development programme.	How can collaborative governance be improved in LED prompted by the ILembe Swiss Local Economic Development programme?
4.	To examine the degree and impact of Public-Private Partnership in stakeholder engagement prompted by ILembe Swiss Local Economic Development programme.	How does Public-Private Partnership impact on the degree of stakeholder engagement prompted by ILembe Swiss Local Economic Development programme?

6.3 Summary of chapters

6.3.1   Chapter one: Overview of the study

This chapter gave a brief historical overview of stakeholder engagement. This was subsequently followed by the statement of the research problem under investigation and the the research study objectives and questions guiding this study. The chapter further suggested the significance and justification of the study. The study thereafter outlined the chapters of the study in its totality.

6.3.2   Chapter two: Literature Review.

The second chapter started by expanding on LED policy and stakeholder engagememement. The chapter aimed at highlighting that for LED policy implementation to be effective there should be a stakeholder engagement. The chapter continued further and expands on the relationship between LED policy implementation and stakeholder engagement. Thereafter, the chapter shed light on models of policy implementation and perceptions regarding stakeholder engagement. This chapter brought forward a discussion that sought to identify the role of stakeholders in LED policy implementation. Lastly, the chapter critically discussed the theortical frameworks that underpinned the study.

6.3.3 Chapter three: overview of stakeholder engagement in South Africa: the local economic development policy conceptual perspective

The third chapter focused on the contextual perspective and overview of stakeholder engagement in LED in SA. It started by bringing forward the historical background and development of LED policy implementation in SA. A broader overview of LED policy implementation and stakeholder engagement in SA was discussed. The current state of stakeholder engagement in LED policy implmementation in SA was brought to light. Moreover, the relationship between stakeholder engagement in LED policy implementation and collaborative governance was critically discussed. Lastly, this chapter presented forms of stakeholder engagement that are adopted and utilized in SA.

6.3.4 Chapter four: research methodology

The fourth chapter described the research methodology applied to gain insight into stakeholder engagement in the SLEDP. Inially, it started by describing pragmatism as the research world view or paradigm adopted in this research study. Moreover, there was a description of the research design that was adopted to comprehend the experiences of the stakeholders involved in the SLEDP. The chapter adopted a mixed-methods approach and outlined its application in this study. The research strategy that was adopted was a convergent parallel approach. The site of this research study was declared to be the ILembe District. Moreover, the target population and the size of the sample identified in this specific chapter were from the community, KZN EDTEA; IDM; ICC and SSEA. The chapter further outlined the data collection tool and description of instruments. The data collection tools that were used were focus groups, interviews and documents and archiveal records. There were five focus groups that were employed that had a minimum of four members per group and the highest number of members in one group was fifteen. The chapter also illustrates how survey questionnaires were employed to collect data from fifty-four participants. Data were also collected from the one-on-one in-depth interviews with ten individuals who hold positions of power and influence in their respective institutions. Moreover, data were also collected from the archives. In addition, quantitative and qualitative data analysis methods that were applied in this study were highlighted. The chapter ended by noting ethical issues considered in this study.

6.3.5 Chapter five: data presentation and analysis

Chapter five presented and analysed the results of the interviews, focus groups and surveys conducted in this research study. The chapter used tables, matrices and figures to present data.

Data were collected from five different institutions which are stakeholders of the SLEDP and these were referred to as KZNEDTEA, IDM, ICC, SSEA and the community. The views of the study participants were presented and compared with the findings. The results of this study illustrated the views and perceptions of SLEDP stakeholders in relation to stakeholder engagement, particularly community involvement and participation. What was found in this chapter is that lack of stakeholder engagement is systematic and that it takes a form of tokenism and those who are in power consult stakeholders rather than engage them and this is done only for the purposes of complying with the legislation. As a result of this, stakeholders, particularly those from the community have lost trust and confidence in the government and the private sector ends up forming partnerships for the purposes of leveraging government on resources like financial resources. In a nutshell, the result indicates that there is a lack of stakeholder communication, no stakeholder engagement, no community involvement and participation and no meaningful collaborations that are formed that are not motivated by leveraging of financial resources especially from the private sector.

6.3.6   Chapter six: summary of findings, recommendations and conclusion

This chapter briefly outlines the summary of the study findings and provides the conclusion of the study. The chapter starts by highlighting the objectives and questions of the research study. This was followed by a chapter overview. In light of the findings of this research study and in relation to the objectives of the research, the chapter draws conclusions, highlights the implications and concludes by making recommendations for future research.

6.4   Summary of research findings and conclusion

The current study seeks to determine the degree of stakeholder engagement in SILEDP in ILembe District in KZN, SA. The aim of this current section is to outline the research findings as presented in the previous chapter. Furthermore, with regard to the findings, the current section presents conclusion as extracted from the findings and these relate and align to the research study objectives.

6.4.1   The perception of the degree of stakeholder engagement

The initial question of this research study aimed at determining the degree of stakeholder engagement in the SLEDP. The researcher's intention was to comprehend the perception of the SLEDP stakeholders in relation to the need to redesign the stakeholder engagement framework, stakeholder satisfaction, adequate stakeholder involvement, stakeholder

communication links and stakeholder engagement feedback systems. The quantitative data were similar to the qualitative data in the responses. On the one hand, the study found that the degree of stakeholder engagement varies from stakeholder to stakeholder. The views of stakeholders who are formally constituted like: government, the chamber and the funder differ from the community as a stakeholder. The study established that the formally-constituted stakeholders are adequately involved in the programme, while the communication links they have as stakeholders are functional and they acknowledge that for effective stakeholder partnerships and collaborations there should be feedback systems in place. These findings have been corroborated and confirmed by other scholars. On the other hand, the study found that the community as a stakeholder had a different view. They are of the view that they are not involved or rather engaged as stakeholders of the programme and there are no established communication links that include them. Moreover, it was found that the community in this programme is rather considered a beneficiary instead of a stakeholder. These findings lend support to the findings of other scholars or researchers. For example, Hurlbert & Gupta (2015) examined the theory of ladder of participation where they argue that the ladder is founded on conceptualisation that participation is an uncompromising term for power. Hurlbert & Gupta's analysis reveals that the ladder portrays participation as a fundamental element of the power struggle amongst citizens trying to advance up the ladder by gaining control over institutions and organisations. However, Radtke, Holstenkamp, Barnes, & Renn (2018) argue that the ladder assumes that participation is hierarchical and that citizens' control is taken as the objective of participation. Thus thus study has found that mostly, the community is of the view that the current or existing stakeholder engagement framework needs to be redesigned. This also reveals that the power struggles amongst the stakeholder exist and in this case, the community feel left out. Furthermore, this study's findings may possibly mean that stakeholder engagement as a tool to encourage a developmental state as enshrined in the constitution is not adhered to and is applied incorrectly. This means that stakeholders, particularly government, lack the understanding of stakeholder engagement and collaborative governance, particularly at a local level.

6.4.2 Project initial stages: stakeholder involvement

The second research question of this research study aimed at determining the actors that influence or affect policy formulation/development and implementation in LED prompted by the SLEDP. Data analysis of this view was undertaken under three sub-themes, those are

stakeholder involvement in the project initial stages, adequate engagement in the project initial stages and lack of community participation in the project initial stages.

The study sought to determine whether all stakeholders were involved in the initial stages of the programme. The study established that not all stakeholders were involved in the programme's initial stages and only government and programme funders were involved in this phase. This is corroborated by other scholars. It can be concluded that these findings may mean that this could potentially affect the work of LM negatively. Part of stakeholder engagement in the project's initial stages includes adequate stakeholder engagement and involvement. This study sought to determine if the stakeholders, particularly the community, was adequately involved in the SLEDP initial stages. The study established that the majority of the stakeholders were not aware of any stakeholder meeting that took place during the SLEDP initial stages. The study reported that certain stakeholders were not involved in the programme initial stages nor were they invited to the multi-stakeholder meetings that sought to engage the stakeholders in the initial phases. Moreover, the study reported that only three (3) institutions were involved which were EDTEA, IDM and the funder, and all other stakeholders are termed as partners which are represented by the government officials. In a nutshell, the study found that in the initial stages of this programme, not all stakeholders were involved and considered to be critical stakeholders that need to be engaged and involved in the programme, but are beneficiaries of the programme. This is supported by other scholars such as Butt et al., (2016) who argued that stakeholder routines should enable and facilitate knowledge-sharing of stakeholders to be able to learn and understand different stakeholders' perspectives, interest in the programme, their expectations and their influence in shaping the programme outcomes. Similarly, Eskerod & Vaagaasar (2014) and Eskerod et al., (2015) found in their studies that the involvement of stakeholders throughout the project cycle is essential because it allows the understanding and learning of the stakeholder requirements, wishes, needs and concerns. The study established that there is a lack of trust amongst the stakeholders, which is caused by selective stakeholder engagement which often results in unstable stakeholder relationship and poor co-operation. Moreover, this is also supported by Arnstein (2015) who argues that in most advancing countries, local planners put plans in place to eliminate poor communities with no means of participation in the decision-making processes and planning. In the case of SILEDP, this study found that other stakeholders were involved or engaged in the initial phases of the programme, however, the community was not engaged nor involved. Overall, this study found that in the SA context stakeholders are not adequately involved and engaged

in the programmes/ project's initial stages. This implies that projects are undertaken without taking into account the stakeholders' interests, concerns, knowledge and views regarding projects or policies that directly or indirectly affect them either positively or negatively.

6.4.3 The role played by facilitative leadership in the SLEDP

Further in establishing stakeholder engagement in LED prompted by the SLEDP, the third research question of this study sought to discover the influence of collaborative governance in improving LED prompted by the SLEDP. There were three thematic issues that arose from this research question, which were: that involvement or non-involvement of stakeholders is a result of leadership; the effects of active leadership; and capacity building and leaders empowerment.

Effects of active leadership

This current study has to some extent revealed the importance of leadership in stakeholder engagement. This study established that participation or non-participation of the community is determined by leadership. The researcher sought to determine further the effects of active leadership as prompted by the SLEDP. The study found that active leadership has an effect on the community and other stakeholder's participation and involvement, while leaders have influence in the policy direction. This may suggest that leadership is crucial in policy making, implementation and governance and the involvement or non-involvement of stakeholders depends largely on active leadership. Moreover, this result is corroborated by the survey respondents who agreed that if there were more active leaders, the community and other stakeholders would have been more involved. This fits well with the study of Sun & Henderson (2017) who established that effective leadership encourages a culture of collaboration by fostering shared visions, trust, develops mutual respect and renders opportunities for collaboration amongst the stakeholders. Moreover they found that effective leadership ignites collaboration; develops a sense of cohesion amongst the stakeholders which eliminate isolation and generates opportunities for collaboration. Moreover, this is corroborated by Harb et al., (2019) who found that effective leadership is critical in stakeholder engagement change. The author found that leadership influences the invention, acceptance and implementation of innovative ideas. From what the literature has observed, it is apparent that effective leadership has effects on stakeholder engagement and leadership has influence on the project/ programme or policy.

6.4.4 Collaborative process

The last research question of this study sought to examine the degree and impact of Public-Private Partnership (PPP) in stakeholder engagement prompted by the SLEDP. The sub-theme that emerged from the presented data in this research question was the partnerships on areas of common values.

Partnerships on areas of common values

The researcher needed to determine whether or not partnerships are formed as a result of areas of common values and interest amongst the stakeholders. Significantly, this study found that various stakeholders acknowledge that there are areas of common values jointly identified by stakeholders of the SLEDP. The study further established that all non-government stakeholders are of the same view that they were able to identify areas of common values and interest. The study further established that that government as a stakeholder view partnership differently from non-governmental stakeholders. These results are consistent with those of Sifolo et al., (2017) who examined the role of stakeholder engagement in the implementation in policies of tourism and government support in the Province of the Northern Cape, SA. Sifolo et al., (2017) found that the municipality is failing to work efficiently with other tourism stakeholders, particularly in the PS. Their study further revealed that there are no partnerships formed amongst stakeholders of tourism in the province. The same is supported by Soemitro & Adnyana (2016) who found that government wants to continue with projects without forming any partnerships with other stakeholders as government is of the view that the majority of the projects were concluded with local budgets and government funding. However, to achieve PPP and collaboration, there is a need to have a robust stakeholder engagement. This is supported by Rollason, Bracken, & Hardy (2018) who undertook a study with the aim of addressing existing inquiry gaps by exploring the degree of integrated management practices at the territorial level. They examined catchment stimulators for participation that can be translated into practice at the local level in England. The authors found that catchment management has been revolutionised by the intensity level of the participation principle, and planning and policies mandating citizen participation are now widespread across the country. The results of their study reveal that enabling conventionally different levels of participators actively to develop collaboration and partnerships produces opportunities to exploit or to share resources outside of their conventional domains. Overall, the study found that non-government stakeholders are able jointly to identify areas of common interest and form partnerships with one another, while government views partnerships differently from other stakeholders. The

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study found that government is skeptical of forming partnerships with other stakeholders because they are of the view that resources like financial resources are scarce. Lasltly, it is evident from the results that there are not partnerships formed as prompted by SILEP and this is negatively impacting the SILEDP as stakeholders are working in isolation and the funding that is available is rather limited, therefore, it would be difficult to achieve the outcomes of the programme without government, PS, NGO's, community and civil society working together and form partnerships in ensuring that the programme is a success while the resources are scarece, these stakeholders are not able to share and leverage on resources that might be available to their disposal.

6.5   Recommendations

6.5.1   Research objective one: To explore the degree of stakeholder engagement in the ILembe Swiss Local Economic Development programme

Relating to the degree of stakeholder engagement in policy formulation, implementation and governance, the study found views which were similar. Some took into account that there is a stakeholder engagement framework in policy formulation, implementation and governance, but were of the view that it is ineffective and it needs to be re-designed in a manner that will enable all stakeholders to have a meaningful role. Others were of the view that the structures and systems utilised for stakeholder engagement are also ineffective and government needs to re-design the stakeholder engagement framework. It is apparent that not all stakeholders are satisfied with being the host of the programme as the data presented reveals that, although there were engagements, consultations and road shows, not all stakeholders are aware of this programme, particularly the community at large. Furthermore, this study also found that in general, the level of community involvement and participation is low and the already established communication links are selective and is not intended for all stakeholders. Overall, it can be said and argued that the degree of stakeholder engagement varies from stakeholder to stakeholder and those stakeholders that are formally constituted are most likely to influence decisions and are considered to be stakeholders. Therefore, government needs to reconsider and review the concept of the developmental state as enshrined in the Constitution. Moreover, government institutions must be capacitated particularly the local government from which these challenges often stem. This can be achieved by providing training and skills development to government officials and those that are identified to be misunderstanding the LED concept to be empowered more. Moreover, stakeholder engagement frameworks,

communication tools and modes of stakeholder engagement must be reviewed and be modernised in order to cater for the contemporary setting and way of doing things. Furthermore, the lack of stakeholder engagement and lack of community participation in SILEDP may result in PPP not being impacful, fail to yield or produce expected results and benefitsn as it is assumed no investor will willingly invest resources where there is no stability and community dissatisfication.

Implications

The findings of this study should help policy makers and government to understand where and what causes community dissatisfaction; distrust and service delivery protests. Furthermore, these findings will assist local government to revisit how they develop and engage stakeholders in their Integrated Development Plans. Moreover, this will assist LG to come up with LED strategies that are inclusiven signaling stakeholder involvement and participation, this will assist LG to attract investment from local investors and international investors. Lastly, where there is healthy stakeholder engagement, the body of knowledge reveals that partnerships and collaboration often emerge, thus a healthy, vibrant and concusive environment for stakeholder participation and involvement must allows be adhered to by LG and government in general.

6.5.2 Research objective two: To ascertain the actors that influence or affect policy formulation/development and implementation in LED prompted by the ILembe Swiss Local Economic Development

The study found that some stakeholders were not suitably involved in the programme's initial stages as it would have been expected. Only government officials and the programme funder representatives were regarded as being stakeholders involved in the initial stages. An approach that can be employed to tackle the non-involvement of stakeholders in the policy formulation, implementation and governance will be for government to desist from the selective approach it is currently applying. There should be mechanisms in place that will ensure that all stakeholders are invited to continuously participate and to be engaged. Public consultations, hearings and Izimbizo are proving to be non-effective and irrelevant. Instead all stakeholders want to influence decisions and have a view or opinion. Further findings of this study indicate that, while government is spearheading the programme from its inception phase and the only stakeholder involved was the funder, therefore, the results suggest that at present the only actor that influences or affects policy formulation and implementation in LED is the government.

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Therefore, this suggests that the approach of the government is ineffective. Therefore, government experiences issues such as failed policies, corruption, mis-appropriation of government funds, weak investor confidence and other outcomes. To curb this, government needs to consider that the work they are doing is for the people they serve and the people they serve have a contribution to make to the answers to their problems. Therefore, any policy, project and programme must be equally spearheaded by all stakeholders. This will ensure that all stakeholders should take ownership for the failures and successes of government. This should also attract foreign aid and investment since there would be a harmonious relationship between government and all other stakeholders therefore making the environment conducive for business.

Implications

These findings have a substantial implication for government, particularly for local government. It is often hypothesised that good stakeholder engagement and involvement in policy-making and on issues of decision-making often yield positive results as is often observed in the developed countries. Stakeholders who assume and feel that they do not have the right and power to influence decisions, often end up being dissatisfied and assumine that they should not participate in government matters, as was observed with the voters turn-out in the previous local government elections which was significantly low. Moreover, to stop the culture of destroying government property where a lot of government resources are being lost and burned to ashes whenever there are service delivery protests, involving all stakeholders to influence decisions has become crucial.

6.5.3   Research objective three: To find out the influence of collaborative governance in improving LED prompted by the ILembe Swiss Local Economic Development programme

The study found that involvement or non-involvement of the community is a result of leadership. This study reports that leadership has influence on policy direction, while stakeholders acknowledge that leadership has influence in such programmes. Furthermore, the study found that active leadership has an effect on the community and other stakeholder's participation and involvement, while leaders have influence on the policy direction. Lastly, the study found that public managers must ensure that community leaders are well-capacitated and empowered in order to have successful stakeholder engagement. This suggests that capable and empowered leadership is important in any stakeholder engagement and government must

intensify their training and empowerment programmes aimed at ensuring that community leadership and other stakeholders are capacitated. From the data collected and results presented, it is apparent that there is no collaboration, therefore, no collaborative governance as the formally formed institutions are working together in isolation, while the community, local based businesses and other groups found with ID are also working in isolation. This suggests that there is no collectivism in the programme and the dissatisfication, mistrust and lack of leadership stems from the lack of collaborative governance. Therefore, collaborative governance has no impact in SILEP thus stakeholders view the programme differently and there is no cohesion amongst stakeholders which can be argued is putting the programme at risk of not succeeding and different stakeholders particularly the community not benefiting.

Implications

These findings have direct implication for local government where, in most cases, there is a lack of capacity and adequate training. The findings further pose serious implications for the stakeholders that are being led by this leadership. The South African Local Government Association (SALGA) needs to undertake a thorough skills audit analysis that will assist in ascertaining the magnitude of skills mismatch involving cadre deployment without necessary skills and they should provide training to all LED officials. The KwaZulu-Natal Department of Cooperative Government and Traditional Affairs (KZN COGTA) must also embark on a similar undertaking in relation to traditional leadership. This will ensure that all leaders representing different stakeholders are capacitated, are effective and that collaborative governance is a success. Furthermrore, the programme coordinators needs to take into account the issues of collaborative governance for the programme to succeed; different stakeholders must collectively work together and take collective action in making sure that the programmes succeed.

6.5.4   Research objective four: To examine the degree and impact of Public-Private Partnership in stakeholder engagement prompted by ILembe Swiss Local Economic Development programme.

The study found that the views of the stakeholders differ and the meaning of partnership differs as well. On the one hand, stakeholders have identified areas of common interest and values. On the other hand; government is of the different view that it is the only stakeholders from whom other stakeholders can leverage that should be considered as parteners. Therefore, this is concerning as the level of unfinished projects formed in PPP in the country is alarming

and this may be the cause. Therefore, government may consider forming partnerships with other institutions where the monitory value is not the only factor for PPP. Furthermore, this is negatively impacting on the programme where collaborations are not formed meaning resources within the community are not shared. Government need to really consider and review how they view PPP as they have proven globally that they have the potential to develop the economy. In the case of SILEP, PPP therefore has no impact in this programme, which can be assumed negatively affect the ID as in the future will struggle to attract investment, struggle to form partnerships with local businesses with an aim of boosting the economy and encouraging PPP within the district.

Implications

This finding represents a new comprehension for the country's infrastructure development as government in South Africa has overly emphasised that there are limited resources particularly, financial resources and there have been widespread cases of infrastructure projects being unfinished due to corruption and, in some instances, shortages of resources like skills. It is apparent that government needs the private sector resources and other stakeholders to continue with the development plans of the country' Therefore, the need for PPP is crucial. These findings may be of great assistance to policy developers, infrastructure development managers, sector managers and project managers for them to comprehend and value partnership with other stakeholders.

6.6. Limitations

Several limitations in this research study need to be recognised and acknowledged. Firstly, the researcher could not have access to the Swiss Federation Government due to time and financial constraints. However, the programme co-ordinators were willingly available when called upon. Secondly, the respondents, particularly the community, were respondents in the study who expressed the view that being involved in this study will not have any significant impact in how this programme has been undertaken and how the district is conducting government matters without engaging them as stakeholders. This, therefore, entailed that the findings needed to be cautiously interpreted. The third limitation was the refusal of the majority of members of the focus groups and interview respondents to be recorded. This limited the researcher's ability to properly and thoroughly interact with the respondents. The researcher was more focused on taking notes as precisely as possible, which, in the researcher's views, might have compromised the quality of the responses received. Lastly, not

involving KZN COGTA is another limitation that is regrettable. Notwithstanding these limitations and challenges, the study should enhance our understanding of the importance of stakeholder engagement in policy development, implementation and governance.

6.7. Chapter Summary

The presented chapter was intended to determine the degree of stakeholder engagement in the SIPLED. This chapter has offered a summary of the chapters found the in this study and provided a narrative of the findings. This study has revealed that, for effective stakeholder engagement, there is a need to re-design the framework in a manner that will enable all stakeholders to have a meaningful role in LED policy development, implementation and governance. Furthermore, this study revealed that not all stakeholders were invited to meetings in the programme's initial stages, particularly the community. A third major finding was that leadership has an influence on policy direction, while stakeholders acknowledge that leadership has an influence on such programmes. Furthermore, the study has shown that active leadership has an effect on the community and other stakeholder's participation and involvement, while leaders have an influence on the policy direction. Furthermore, the study revealed that public managers must ensure that community leaders are well capacitated and empowered in order to have successful stakeholder engagement. Capable and empowered leadership is important in any stakeholder engagement and government must intensify the training and empowerment programmes and aim at ensuring that community leadership and other stakeholders are capacitated. Lastly, the study revealed that the views of the stakeholder differ and the meaning of partnership differs as well. On the one hand, stakeholders have identified areas of common interest and values. On the other hand; government is of a different view that it is the only stakeholder from whom other stakeholders can leverage, that should be involved. These results contribute to the fast-growing field of PA regarding the challenges experienced in stakeholder engagement, collaborative governance and LED policy development, implementation and governance. Consequently, based on the objectives and results of the study, it suggested several recommendations. Firstly, the study recommended that Government needs to reconsider and review the concept of the developmental state as enshrined in the Constitution. Moreover, government institutions must be capacitated particularly at the local government level from where these challenges often stem and stakeholder engagement frameworks, communication tools and modes of stakeholder engagement must be reviewed and be modernised in order to cater for the contemporary setting and way of doing things. Secondly, government needs to consider that the work they

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are doing is for the people they serve and the people they serve may have answers to their problems. Therefore, any policy, project and programme must be equally spearheaded by all stakeholders. This will ensure that all stakeholders can take ownership for the failures and successes of government. Thirdly, capable and empowered leadership is important in any stakeholder engagement and government must intensify their training and empowerment programmes aimed at ensuring that community leadership and other stakeholders are capacitated. Lastly, government may consider forming partnerships with other institutions where monitory value is not the only factor for PPP. The limitations of the study were identified and presented.

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LIST OF APPENDICES

Appendix A1: Survey questionnaire

SECTION A

Instructions: Please tick (✔) in the appropriate spaces provided
ILembe Swiss Local Economic Development Programme …………………………………….
Division ………………………………………………………..

Division: ………………………………………….

1.   Sex: Male ( )   Female ( )
2.   Age: Between 20 – 25   ( )
Between 26—35   ( )
Between 36—45   ( )
Between 46—55   ( )
Above 55   ( )
3.   Marital status: Single (   )   Married ( )   Others ( )

4.   Qualifications:

No formal education ( )
Primary   ( )
Secondary   ( )
Post-secondary   ( )
Above first degree   ( )

5.   Participant category (Please tick as appropriate)

Community Chief		Professional group		Forum Member		Others (specify)
Member of Civil Society Group/NGO		Opinion Leader		Community member		………………………………….

SECTION B

Instruction: *You are expected to tick appropriately in*

the box provided against your option like this, please.

Strongest disagree	✔	Disagree		Some what agree	

A.   Institutional Design

1.   Government still needs to re-design a framework, which will clarify the role of stakeholder Engagement in Local Economic Development initiatives.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

2.   Are you satisfied that your community is a host to the ILembe Swiss Local Economic Development Programme?

Extremely unsatisfied		Not Satisfied		Uncertain		Satisfied		Extremely Satisfied	

3.　　　My community is adequately involved in the ILembe Swiss Local Economic Development Programme.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

4.　　　There has been an established communication link between the stakeholders of the ILembe Swiss Local Economic Development Programme and the community.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

5.　　Members of my community do not need to be involved in the Ilembe Swiss Local Economic Development Programme.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

6.　　　For effective　　　partnerships or collaborations, there is need for a feedback system through which Government can ascertain whether the community and other stakeholders are actively involved or not in Local Economic Development initiatives, policy formulation and implementation.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

7.　　　As a member　　　of the community, I am quite satisfied with the level of my community Involvement in the ILembe Swiss Local Economic Development Programme.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

8.　　If you believe the community should have a role in the ILembe Swiss Local Economic Development. Kindly suggest areas you think they can be involved (if none, please leave blank)

………

………

SECTION C   **Project's Initial Stage Involvement:**

9. My community was well involved at the initial stage of the ILembe Swiss Local Economic Development Programme.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

10. I am aware of the stakeholders' meeting involving my community, the programme funders and other stakeholders.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

11. How would you rate the level of community participation at the commencement of the ILembe Swiss Local Economic Development Programme.

Very Poor		Poor		Somehow good		Good		Excellent	

12. The project was well received by the community due to engagement and involvement at the initial stage.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

13. It is not necessary to involve the community in the programme at the initial stages

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

SECTION D   **Facilitative Leadership**

14. Do you agree that the involvement or non-involvement of the community has to do with the ability of the community leaders or forum leaders?

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

15. The community would have been more involved if our leaders are more active.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

16. It is the duty of public managers to build capacity and empower community leaders for active engagement and involvement in the ILembe Swiss Local Economic Development Programme

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

17. We do not have well educated leaders. That is why my community is not involved.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

18. Stakeholder engagement and involvement particularly the community, in Local Economic Development initiative, policy formulation and implementation, and governance arrangements is Determined by the community leaders' affiliation to the political class in power.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

E.   Collaborative Process

19.   lLembe Swiss Local Economic Development managers and administrators need to engage the Community and other stakeholders in a dialogue to explore mutual gains.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed		Strongly Disagree

20.   There are areas of common values jointly identified by the ILembe Swiss Local Economic Development Programme managers, stakeholders and the community.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

21.   Is there any need for the government to always engage the programme managers, stakeholders and the Community in a dialogue to address issues of interest to all parties involved?

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

22.   The programme managers have been involving local clientele and expertise in their operations.

Strongly Disagree		Disagree		Somewhat Agree		Agreed		Strongly Agreed	

23. What type of arrangement do you think has been in use to engage your community and other stakeholders (government and private investors) (*You may tick multiple options here*)

Co-option/ Committee work Issue Forums Shared interest forums Service user Forums Citizens' panel Area/neighbourhood forums Focus Groups	e-Participation Public Dialogue Publications Public hearing Bilateral meeting Conference Public meetings	Advisory Committee Workshops Complaints suggestion schemes Consultation documents Question and answer session

SECTION F   General

24. Which one do you consider the best option amongst the participatory strategies above?

25. Do you support the arrangement that bring in private firms to run public project or programme? Yes/No

Please give reason for your response in No. 24 above

……

……

26. Some people believe in community active involvement in the project, while some are concerned with quality of service or output. What is your position?

………..

………

……….

27. Any other comment/opinion?

………

……..

_____THE END_____THANK YOU_____

Appendix A2: Questionnaire in isiZulu

INXHENYE KA- A

Imiyalelo: Uyacelwa ukuba ukwebhe ngophawu (✔) lapho okufanele khona ezikhaleni ozinikeziwe

Umnyango we ILembe Swiss Local Economic Development Programme …………………………………………………………..

Amahhovisi kahulumeni wasekhaya…………………………………………….

1.	Ubulili:	owesilisa ( )	owesifazane ( )

2.	Iminyaka:	phakathi kuka 20 – 25	( )

Phakathi kuka 26—35	( )

Phakathi kuka 36—45	( )

Phakathi kuka 46—55	( )

Ngaphezulu kuka 55	( )

3.	Isimo sakho somshado:	Angishadile ( )	Ngishadile ( )	Okunye ( )

4.	Ezemfundo: Angifundile kwanhlobo	( ) Emazingeni aphansi	( ) Esikoleni samabanga aphezulu ( ) Ngidlulile esigabeni samabanga aphezulu	( ) Ngithole izinqu ebangeni lezimfundo zenyuvesi ( )

5. Isigaba nomhlanganyeli noma soyinxenye (khetha lapho okufanele khona)

Induna yomphakathi		Iqoqo lezincweti		Ilunga lenhlangano		Okunye (cacisa)
Ilungo lezabasebenzi/ inhlangano ezimele noma iyiphi inhlangano		Umholi yenhlangano yenzivo nemibono		Ilunga lomphakathi		………………………………

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Imiyalelo: ulindeleke ukuba ukhetha endaweni efanele kulesikwele onikezwe sona ngimibono yakho, njengoba kwenziwe eceleni

Kuyiqiniso	✔	Akusilo iqiniso		angiphawuli	

Uhlelo lwesikhungo

1. Uhulumeni kusadingeka abhekisise uhlaka nesisekelo sakhe ukuze kuzocaciseka indima okumele idlalwe izinhlaka ezithintekayo noma ezibandakanyekayo ezintweni zokuthuthukiswa komnotho ezindaweni zasemakhaya.

Angivumelani neze nalokhu	Angivumelani nalokhu	Ndlela thizeni ngiyavumelana nalokhu	ngiyavumelana	Ngivumelana kakhulu nalokhu	

2. Ingabe kuyakugculisa ukuthi umphakathi wangakini uyibamba lohlelo lwe ILembe Swiss Local Economic Development Programme?

angigculisekile ngokwanele	Angigculisekile neze	Angiqinisekile	Ngigculisekile	Ngigculisekile ngokwanele	

3. Umphakathi wangakithi ubandakanye ngokwanele kululuhleo lwe ILembe Swiss Local Economic Development Programme.

Angivumelani neze nalokhu	Angivumelani nalokhu	Ndlela thizeni ngiyavumelana nalokhu	ngiyavumelana	Ngivumelana kakhulu nalokhu	

4. Sekubekhona izinhlelo zokuxhumana ezibekiwe ukuze zonke izinhlaka ezifanele mayelana ne ILembe Swiss Local Economic Development Programme kanye nomphakathi.

Angivumelani neze nalokhu	Angivumelani nalokhu	Ndlela thizeni ngiyavumelana nalokhu	ngiyavumelana	Ngivumelana kakhulu nalokhu	

5. Amalunga omphakathi wangakithi awedingi ukubandakanyeka nokuthi abe yinxhenye yaloluhlelo lwe ILembe Swiss Local Economic Development Programme.

Angivumelani neze nalokhu	Angivumelani nalokhu	Ndlela thizeni ngiyavumelana nalokhu	ngiyavumelana	Ngivumelana kakhulu nalokhu	

6. Ukuze kube khona ubudlelwano nokusebenzisana okusezingeni nokungasebenza, kukhona isidingo sokuba kubekhona izinhlaka ezizosetshenziswa ekubuyeleni kubantu nakubonke ababandakenyayo lapho uhulumeni

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ezokwazi ukuqinisekisa ukuba umphakathi kanye nezinhlaka zonke siyabandakanyeka ngendlela futhi zidlala iqaza ekuthuthukisweni komnotho wasemakhaya kanye nokwenziwa kweminqubo migomo nokusentshenziswa kwayo.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

7. Njengelunga lomphakathi, ngiqinisekile futhi ngigculisekile ngezinga umphakathi wangakithi ubandakanyeke ngalo kululuhlel ILembe Swiss Local Economic Development Programme.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

8. Ngokombono wakho, uma ukholelwa ekutheni umphakathi kumele udlale iqaza nendima enkulu kululuhlelo lwe ILembe Swiss Local Economic Development. Ngokuzithoba, sicela usiphe owakho umbono lapho ubona khona ukuba ukubandakanyeka komphakathi kungasiza kuphi (uma ungekho, shiya kunjalo).

………

……

………..

C   Isigaba sokuqala sohlelo kanye nokubandakanyeka:

9. Umphakathi wangakithi ububandakanyeke ngokwanele esigabeni sokuqala saloluhlelo lwe ILembe Swiss Local Economic Development Programme.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

10.   Ngiyayazi imihlangano lapho khona zonke izinhlaka bezihlangana zibhunge ngaloluhlelo okubalwa kuzo umphakathi, abatshali zimali kanye nabanye.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

11. Ngokubona kwakho, izinga lokubandakanyeka komphakathi ekuqaleni kwaloluhle ungathi bekukanjani?

Kuphansi		Kuphansi		Ndlelathize		kuhle		kuyancomeka	

kakhulu			bekukuhle						

12. Umphakathi ulithokozele kakhulu loluhlelo okudalwe ukubandakanyeka kwawo ezingeni lokuqala kwaloluhlelo

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

13. Asikho isidingo sokubandakanya umphakathi esigabeni sokuqala saloluhlelo.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

D   Ukubaluleka kobuholi

14.   Ingabe uyavumelana yin nokuthi ukubandakanyeka nokungabandakanyeki komphakathi kudalwa ikhono labaholi bomphakathi okanye abaholi bamaqoqo atholakala emphakathin?

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

15.   Umphakathi ungabadlala indima enkulo uma abaholi bengaqala babenomfutho

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

16.   Kuwumsebenzi wezikhulu kanye nabasebenzi bakahulumeni ukwakha ulwazi kanye nokugqugquzela abahali bomphakathi ukuba bedlale iqaza elinzulu kwi ILembe Swiss Local Economic Development Programme

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

17. Asinabo abaholi abafunde bagogoda, lokhu kudala ukuba umphakathi ungabi yinxenye yaloluhlelo

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

18.   Ukubandakanyeka kwazozonke izinhlaka ikakhulukazi umphakathi ekuthuthukisweni komnotho, ukwenziwa kwemithetho, ukwenzi izinto zomphakathi kanye nokwengamela kulele ekutheni umholi womphakathi exhumeni naluphi uqembu lezombusazwe elisemandleni.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

E   Inqubo youkusebenza ngokubambisana

19.   Abaphathi bohlelo lLembe Swiss Local Economic Development kanye nabasebenzi kudingeka ukuba bathintane baphinde babambisane nomphakathi kanye nezinye izinhlaka ukuze kutholake amathuba enzuzo afanayo.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

20. Kunezindawo kanye nezinto lapho khona ubunqala ngokusebenza ngokubambisa kungaveza inzizu elinganayo kuzozonke izinhlaka ze ILembe Swiss Local Economic Development Programme.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

21.   Ingabe sikhona yini isidingo ukuba uhulumeni elokhu exhumana nazozonke izinhlaka zaloluhlelo ukuze kube khona izixhazululo izithinta zonke izinhlaka?

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

22.   Abaphathi bohlelo bakwazile ukubandakanya umphakathi kanye nezinye zezinhlaka ezitholakala emphakathini ekusebenzeni kwabo.

Angivumelani neze nalokhu		Angivumelani nalokhu		Ndlela thizeni ngiyavumelana nalokhu		ngiyavumelana		Ngivumelana kakhulu nalokhu	

23. Iziphi izinhlelo ocabanga ukuth bezisentshenziswa ekuxhumaneni nomphakathi wangakini kanye nazozonke izinhlaka (abahwebi abazimele, uhulumeni kanye nabatshali zimali) (ungakhetha okuhlukahlukene)

(*ungakhetha noma okungaki, umcwaningi uzokusiza kulokhu*

☐ikomidi labasebenzi ☐amaqoqo anezinkinga ezifanayo ☐amaqoqo enezifuno ezifanayo ☐abasebenzisi bezidingo nqangi ☐ipaneli labahlali ☐iqoqo lezakhamizi ☐iqoqo elixhile enkulumweni	☐ukusebenza ngokubambisana ☐inkulumo nxonxo yomphakathi ☐ukushicilela ☐imbizo ☐umhlangano wazozonke izinhlaka ☐ingqungquthela	☐ikomidi labaluleki ☐inhlngano samfundo ☐ikomidi lezikhalazo ☐amabhuku okuxhumana ☐ngohlelo lwemibuzo nokuphendula

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	□imihlangano yemiphakathi	

F   **Ukujwayelekile**

24. Ikuphi ongathi yikhona okuncono umakuziwa ezinhlelweni zokubandakanyeka kulokhu okungaphezulu?

25. Ingabe uyavumelana nezinhlelo ezikhona eziletha abahwebi abazimele ukuba kube yibo abongamela izinhlelo

zikahulumeni?   Yebo/Qha

Uyacelwa ukuba usiphe izizathu zempendulo yakho oyikhiphe ngenhla.

……

………

26. Kunemibone eyahlukahlukene eveza ukuthi ukubandakanyeka nokudlala iqaza komphakathi ezinhlelweni

zikahulumeni, kuphinde kube khona ungabazane ngohlobo lwezidingo zinqangi elinikwezwa umphakathi.

Uthini owakho umbono?

……..

....

27.   Ingabe kukhona ofuna ukukuphawula okanye umbono onawo?

………

………..............

_____**KUPHELILE**_____**NGIYABONGA**_____

Appendix B1: Focus group guide
<u>FOCUS GROUP GUIDE</u>

TO BE USED FOR THE COMMUNITY FACE-TO-FACE PARTICIPATION: OBJECTIVE: To generate data through participatory discourse in a careful and very sensitive manner from a group with specific characteristics using the 'funnel' approach.

Timing: 1hr 30mins.

<u>Introduction</u>: - Welcoming of participants and introduction

-             Ethical discussion: voluntarism, confidentiality, privacy, clearance

-             Rules guiding discussion: respect for other opinions, freedom to express a contradictory view, guide against abuse of persons, avoidance of domination of discussion by a few individuals, objectivity, other ground rules to be set by the group.

-             Need to transcribe information for the purposes of coding
-             Recording of audio, video and photographs

<u>Questions (Area of focus for the discussion)</u>:

Wider discussion
-   Test Stakeholder engagement understanding
-   General perception about ILembe Swiss Local Economic Development Programme.

Focus I – initial stage process

-       How involved are other stakeholders in the ILembe Swiss Local Economic Development Programme during the initial stage?

-       Has government played a good facilitating role?
-       What factors are responsible for involvement and non-involvement?

Focus 2 - leadership
-       Do other stakeholders have any influence on the programme?

-       Is it a role of government to attract Foreign Direct Investment such as the ILembe Swiss Local Economic Development Programme?

-       Does stakeholder engagement and involvement have relationship to successful Local Economic Development in the district?

Focus 3 - Collaboration

-       Issues of collaboration and shared governance in the ILembe Swiss Local Economic Development Programme: how feasible in the current arrangement and how useful.?

-       Trust transparency and accountability
-       Information, Education and empowerment
-       Areas of conflict, fears and doubts about the project and PPP

Focus 4 – Institutional Framework
-       Issues on Representativeness at stakeholder meeting; general perception

-       Opinion on the need for defined participatory role of the community in the legal, policy and institutional framework establishing the ILembe Swiss Local Economic Development.

Vote of Tha

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Appendix B2: Focus group guide

FOCUS GROUP GUIDE
TO BE USED FOR FORMALLY FORMED INSTITUTIONS (EDTEA, IDM, ICC AND SSEA)

OBJECTIVE: To generate data through participatory discourse in a careful and very sensitive manner from a group with specific characteristics using 'funnel' approach.

Timing: 1hr 30mins.
Introduction: - Welcoming of participants and introduction
-          Ethical discussion: voluntarism, confidentiality, privacy, clearance

-          Rules guiding discussion: respect for other opinion, freedom to expression a contradictory view, guide against abuse of persons, avoidance of domination of discussion by a few individuals, objectivity, other ground rules to be set by the group.

-          Need to transcribe information for the purpose of coding
-          Recording of audio, video and photographs
Questions (Area of focus for the discussion):

Wider discussion
-     Test stakeholder engagement understanding
-     General perception about ILembe Swiss Local Economic Development Programme.

Focus I – initial stage process

-          How involved is the State Secretariat of Economic Affairs in the ILembe Swiss Local Economic Development programme during the initial stage?

-          Has the Swiss government played an enabler role in the programme?
-          What factors are responsible for involvement and non-involvement of all stakeholders?

Focus 2 - leadership
-          Do the direct investments have any influence on Local Economic Development?

-          Is it the role of the Swiss Government to ensure that the investment is used for its intended purposes?

-          Does stakeholder engagement and involvement have relationship with the ILembe Swiss Local Economic Development?

Focus 3 - Collaboration

-          Issues of collaboration and shared governance: how feasible in the current arrangement and how useful.

-          Trust transparency and accountability
-          Information, Education and empowerment
-          Areas of conflict, fears and doubts about the project and PPP

Focus 4 – Institutional Framework
-          Issues on Representativeness at stakeholder meeting; general perception
-          Opinion on the need for defined stakeholder's role in Local Economic Development policy formulation and implementation.

Vote of Thanks.

Appendix B3: Focus group guide translated into IsiZulu

LOKHU KUZOSENTSHENZISWA EZIKHUNGWENI ZIKAHAHULUMENI UKUBUZA IMIBUZO UBUSO NOBUSO NOMPAKATHI OBANDAKANYEKAYO

INHLOSO: ukuthuthola kuphinde kwakheke ulwazi ngendlela yenkulumo nxhoxhiswano ezobe iphethwe ngendlela yobunyonicwa nebucayi eqoqweni elizobe linabantu abathize kuswetshenziwe indlela ethize yokusefa

ISIKHATHI ESIKALIWE: Ihora elinye nemizuzu engamashumi amathathu (1hr 30mins).

ISINGENISO: - Ukuvula ngomkhuleko kuphindwe kwamukelwe ababandakanyekayo bephinde bezazise.

- Inxoxo bayelana nokuziphatha kwalomhlangano: ukubandakanyeka ngokuthanda, ubumfihlo kanye nemvume.

-Imithetho ezosetshenziswa kulomhlangano: ukuhloniphana uphinde uhloniphe uvo lomunye, ilungelo lokuzwakalisa umbono ophikisayo, akekho umuntu ovumeleke ukuhlukumeza omunye, ukuqinisekisa ukuthi lomhlangano owangamelwa abambalwa koda wonke umuntu, eminye imithetho izobekwa abahambele lomhlangano.

- Umcwaningi uzobe ebhala okwenzekayo nokushiwo umhlangano ukuze akwazi ukuhlela ulwazi alutholile ngalokhu abakubiza phecelezi coding.

-Umcwaningi uzophinde arecode izithombe bhanyabhanya kanye nokushiwo ngamazwi.

Imibuzo :

Inkulumo nxoxiswano evulelekileyo:

- Ukhohlola ulwazi ngokubandakanyeka kwezinhlaka zonke kululuhlelo.

- Imibono yabantu nezinhlaka zonke nge ILembe Swiss Local Economic Development.

Iqoqo lukuqaka – isigaba sokuqala saloluhlelo

- Ingabe zibandakanyeke kangakanani ezinye izinhlaka esegabeni sokuqala se ILembe Swiss Local Economic Development.

- Ingabe iyiphi indima edlalwa uhulumeni ekubeni umhleli waloluhlelo?

-Ingabe iziphi izinto ezidala ukubandakanyeka kwezinhlaka noma ukubandakanyeki kwazo?

Iqoqo lesibili - Ubuholi

- Ingabe ezinye izinhlaka zinayo imithelela kululuhlelo?

-Ingabe indima ekumele idlalwe uhulumeni ukuheha abatshali zimali basemazweni angaphandle kululuhlelo?

- Ingabe ukubandakanyeka kwezinhlaka zonke kunobudlelwane obungenza ukuth umnotho wasezindaweni zasemakhaya uthuthuke?

Iqoqo lesithathu – Ukusebenza ngokubambisana

-Izindaba zokusebenza ngokubambisana kwi ILembe Swiss Local Economic Development Programme: ingabe izinhlelo ezikhona okwamanje ziyasiza futhi ngabe zinalo usizo ezilulethayo

-Ukuthembana nokusobala nokwazi ukuphendula

-Ulwazi, ukufunda kanye nokunika abanye ulwazi

-Izindawo lapho kungaba khona ungabazane nokwesaba uma kukhona ukungaboni ngasolinye mayelana nokwusebenzisana komphakathi, Uhulumeni kanye nabahwebi abazimele.

Iqoqo lesine- imiklamo yezikhungo

-Izimo sokumeleka kwezinhlaka emihlanganweni; ngokujwayelekile, uthuni umbono.

-Ithini imibono ngezindima okumelwe zidlalwe abamele umphakathi ikakhulukazi kwezimithetho kanye neminqumo migomo eyisisekelo se ILembe Swiss Local Economic. Development.

isidluliso sokubonga

Appendix B4: Focus group guide translated into IsiZulu

LOKHU KUZOSENTSHENZISWA EZIKHUNGWENI EZIBUMBEKE NGOKUSEMTHETHWENI: EDTEA,IDM, ICC KANYE NE

INHLOSO: ukuthuthola kuphinde kwakheke ulwazi ngendlela yenkulumo nxhoxhiswano ezobe iphethwe ngendlela yobunyonicwa nebucayi eqoqweni elizobe linabantu abathize kuswetshenziwe indlela ethize yokusefa

ISIKHATHI ESIKALIWE: Ihora elinye nemizuzu engamashumi amathathu (1hr 30mins).

ISINGENISO: - Ukuvula ngomkhuleko kuphindwe kwamukelwe ababandakanyekayo bephinde bezazise.

- Inxoxo bayelana nokuziphatha kwalomhlangano: ukubandakanyeka ngokuthanda, ubumfihlo kanye nemvume.

-Imithetho ezosetshenziswa kulomhlangano: ukuhloniphana uphinde uhloniphe uvo lomunye, ilungelo lokuzwakalisa umbono ophikisayo, akekho umuntu ovumeleke ukuhlukumeza omunye, ukuqinisekisa ukuthi lomhlangano owangamelwa abambalwa koda wonke umuntu, eminye imithetho izobekwa abahambele lomhlangano.

- Umcwaningi uzobe ebhala okwenzekayo nokushiwo umhlangano ukuze akwazi ukuhlela ulwazi alutholile ngalokhu abakubiza phecelezi coding.

-Umcwaningi uzophinde arecode izithombe bhanyabhanya kanye nokushiwo ngamazwi.

Imibuzo :

Inkulumo nxoxiswano evulelekileyo:

- Ukhohlola ulwazi ngokubandakanyeka kwezinhlaka zonke kuloluhlelo.
- Imibono yabantu nezinhlaka zonke nge ILembe Swiss Local Economic Development.

Iqoqo lekuqala – isigaba sokuqala saloluhlelo

- Ingabe iState Secretariat of Economic Affairs sibandakanyeka kangakanani kwi ILembe Swiss Local Economic Development programme esigabe sokuqala?

- Ingabe uhulumeni wase Swiss udlala indima yokuvumela phecelezi "enebler" kuloluhlelo?

- Ingabe iziphi izinto ongathi ezedala ukuthi zonke izinhlaka zibandakanyeke noma zingabandakanyeki kulolu hlelo?

Iqoqo lesibili: Ubuholi

- Ingabe ukutshalwa ngezimali okuqondene nqo naloluhlelo kunendima okuyidlalayo ekuthuthukisweni komnotho wasezindaweni zasemakhaya?

- Ingabe indima kahulumeni wase Swiss ukuqinisekisa ukuthi izimali ezitshaliwe kuloluhlelo zisebenza ngendlela ebezitshalelwe yona?

- Ingabe ukubandakanyeka nokudlala iqaza kunobudlelwano buphi lulohlelo?

Iqoqo lesithathu – ukusebenza ngokubambisana

- Izindaba ezithinta ukusebenza ngokubambisana akanye ngokuphatha ngokufanele nangokulinganayo: ingabe izinhlelo ezikhona ziyawenza umqondo futhi ziwusizo ngani?

ssues of collaboration and shared governance: how feasible in the current arrangement and how useful.

- Ukuthembana nokusobala nokwazi ukuphendula
- Ulwazi, ukufunda kanye nokunika abanye ulwazi
- Izindawo lapho kungaba khona ungabazane nokwesaba uma kukhona ukungaboni ngasolinye mayelana nokwusebenzisana komphakathi, Uhulumeni kanye nabahwebi abazimele.

Iqoqo lesine– Imiklamo yezikhungo

- Izimo sokumeleka kwezinhlaka emihlanganweni; ngokujwayelekile, uthuni umbono.

- Ithini imibono ngezindima okumelwe zidlalwe abamele umphakathi ikakhulukazi kwezimithetho kanye neminqumo migomo eyisisekelo se ILembe Swiss Local Economic. Development.

isidluliso sokubonga

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Appendix C1: Interview guide
Interview Guide for Public Institutions

Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa

Institutional design

2.   What is your opinion about stakeholder engagement in Local Economic Development initiatives, policy formulation implement, and governance?

3.   Is there a specified role(s) for Local Economic Development stakeholders particularly the community, to play in the institutional framework that informs the ILembe Swiss Local Economic Development Programme?

4.   Do you think the role of various stakeholders is critical in the implementation of ILembe Swiss Local Economic Development Programme?

3.   Is there any feedback mechanism by your organisation to know stakeholders feelings towards the ILembe Local Economic Development Programme activities?

4.   How has your institution facilitated harmonious relationship between the programme funders and Local Economic Development stakeholders found in the district?

5.   How would you describe the relationship between the Swiss Federation and South African government in implementing the ILembe Swiss Local Economic Development?

6.   Is there any point of conflict between the District/Province and National policy framework in the implementation of the ILembe Swiss Local Economic Development Programme?
[RESOLVE TWO ITEM 6's} [CHECK NUMBERING]
6.   How much of advocacy and stakeholder enlightenment was done to sensitize the stakeholders about the ILembe Swiss Local Economic Development Programme initiative?

7.   Do you think the stakeholders are well informed about ILembe Swiss Local Economic Development Programme?

8.   Do you think the support/non-support for the programme has to do with the stakeholder non-involvement and non-engagement at the early stage of implementation?

9.   How involved are/were the stakeholders when a programme was/ is about to commence in the district?
10.   Was there any challenge involving stakeholders at the initial stage?

   11.   At what stage do you think the stakeholders particularly the community should be involved?
Facilitative Leadership

12.   Does the managers and leaders' participatory ability (e.g. level of education) have any impact on the stakeholder engagement in the ILembe Swiss Local Economic Development Programme collaboration?

13.   What is your organisation doing towards empowering the leadership at the stakeholders level

        particularly the community leader as the District demographic is the rural area?

14. How does your organisation ensure that the stakeholder engagement propel private firms to explore and integrate local clientele in the ILembe Swiss Local Economic Development?

15.   Which of these best describes your public participatory and stakeholder engagement strategies?

(Researcher can assist the interviewee to identify as many as possible from the following and rank them in order of common use and effectiveness)

Co-option/ Committee work	e-Participation
Issue Forums	Public Dialogue
Shared interest forums	Publications
Service user Forums	Public hearing
Citizens' panel	Bilateral meeting
Area/Neighbourhood forums	Advisory Committee
Focus Groups	Workshops
Conference	Complaints suggestion
Public meetings	schemes
Question and answer session	Consultation documents

18. Do you use same method in all the divisions or you vary them depending on certain factors? What are likely factors?

19. Are the stakeholders merely consulted or they are actively involved at every stage of the programme?
20. Has there been any meeting involving all stakeholders including public representatives?

21. How were the participants at the meeting selected?
22. What is the government doing to ensure the stakeholders active involvement?

23. Is there any mechanism by which your organization evaluates stakeholder perception about programmes in general?

24. Are you satisfied with the level stakeholder engagement and involvement in the progamme?

Very unsatisfied		Not Satisfied		Uncertain		Satisfied		Extremely Satisfied	

2.5.   Is there any personal opinion you wish to express?

Appendix C2: Interview guide

Interview Guide for the ILembe Chamber of Commerce

Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa.

- Introduction
- Observant of protocols and discussion of ethics guiding research.

Initial Stage

1. What is your opinion about the collaboration of Local Economic Development stakeholders in Local Economic Development initiatives, policy formulation and implementation?

2. Was there any form of advocacy, which was done personally to you or to the private secotr

   community when the ILembe Swiss Local Economic Development Programme was to commence?

If yes, how would you describe it?

If no, what do you think the problem is?

3. Was there any form of engagement with the private sector community at the commencement of the project?

If yes, please explain?

3. Did you personally or on behalf of the private sector community make any input to the programme at the initial stage?

If yes, how? If
no, why?

4. Do you think the private sector has better input which has assisted or could have benefited the programme at the initial stage?

5. Do you have any dissatisfaction with the government based on how the programme has commenced?

6. At what stage, in your opinion, should the private sector be involved in the process *(Planning &designing, Implementation, evaluation, all the stages?)*

Institutional design

8. Do you consider stakeholder engagement relevant in the institutional framework upon which the ILembe Swiss Local Economic Development Programme is based?

9. Do you think that the role of the community is critical to the survival of PPP projects in the community? If yes, why?

10. Is there any established communication link between the government, programme funders and the private sector?
11. Is there any defined role that the private sector is playing or should be playing?

If yes, how were the participants at the stakeholders' meeting nominated or selected?

12. Do you think that business leaders' abilities (like level of education) can affect some private sector community from being actively engaged?

13. Do you think there is need for government or private investor to do more to boost the stakeholder engagament capabilities of business leaders in form of empowerment or training?

14. Do you think business leaders' attitude and ability have any impact on the private sector community engagement in the collaboration?

15. Do you think the private sector engagement and involvement or non-involvement has any connection with political party affiliations?

Collaborative Process
16. How does government ensure that the private sector explore and integrate local clientele to the best in the collaborations and build the capacity of local people?

17. Which of the participatory strategies and stakeholder engagement is used in engaging the private sector community?

(Researcher can assist the interviewee to identify as many as possible from the following)

Co-option/ Committee work	e-Participation
Issue Forums	Public Dialogue
Shared interest forums	Publications
Service user Forums	Public hearing
Citizens' panel	Bilateral meeting
Area/Neighbourhood forums	Advisory Committee
Focus Groups	Workshops
Conference	Complaints suggestion
Public meetings	schemes
Question and answer session	Consultation documents

18. Which of the above do you consider the best option?

19. Did you at any time have a meeting with government or other stakeholders' joint meeting particularly in areas of mutual concern?

17. What is your view? Do you think government is doing enough to boost the involvement and participatory capacity of the private sector to ensure their active involvement?
18. Has the programme been using the local clientele or knowledge in their operations?

19. How would you describe the private sector relationship with the other stakeholders in the programme i.e. the government and community member or groups

20. Any other comment?

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_____THE END_____THANK YOU_____

Appendix C3: Interview guide

Interview Guide for the ILembe District Community Leaders

Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa.

- ▢ Introduction
- ▢ Observant of protocols and discussion of ethics guiding research.

Initial Stage

3. What is your opinion about the collaboration of Local Economic Development stakeholders in Local Economic Development initiatives, policy formulation and implementation?

4. Was there any form of advocacy, which was done personally to you or to the private secotr

   community when the ILembe Swiss Local Economic Development Programme was to commence?

 If yes, how would you describe it?

 If no, what do you think the problem is?

4. Was there any form of engagement with the private sector community at the commencement of the project?

If yes, please explain?

7. Did you personally or on behalf of the private sector community make any input to the programme at the initial stage?

If yes, how? If
no, why?

8. Do you think the private sector has better input which has assisted or could have benefited the programme at the initial stage?

9. Do you have any dissatisfaction with the government based on how the programme has commenced?

10. At what stage, in your opinion, should the private sector be involved in the process *(Planning &designing, Implementation, evaluation, all the stages?)*

Institutional design

12.   Do you consider stakeholder engagement relevant in the institutional framework upon which the ILembe Swiss Local Economic Development Programme is based?

13.   Do you think that the role of the community is critical to the survival of PPP projects in the community? If yes, why?

14.   Is there any established communication link between the government, programme funders and the private sector?

15.   Is there any defined role that the private sector is playing or should be playing?

If yes, how were the participants at the stakeholders' meeting nominated or selected?

18.   Do you think that business leaders' abilities (like level of education) can affect some private sector community from being actively engaged?

19.   Do you think there is need for government or private investor to do more to boost the stakeholder engagament capabilities of business leaders in form of empowerment or training?

20.   Do you think business leaders' attitude and ability have any impact on the private sector community engagement in the collaboration?

        Do you think the private sector engagement and involvement or non-involvement has any connection with political party affiliations?

21.   ?

Collaborative Process

22.   How does government ensure that the private sector explore and integrate local clientele to the best in the collaborations and build the capacity of local people?

23.   Which of the participatory strategies and stakeholder engagement is used in engaging the private sector community?
(Researcher can assist the interviewee to identify as many as possible from the following)

Co-option/ Committee work	e-Participation
Issue Forums	Public Dialogue
Shared interest forums	Publications
Service user Forums	Public hearing
Citizens' panel	Bilateral meeting
Area/Neighbourhood forums	Advisory Committee
Focus Groups	Workshops
Conference	Complaints suggestion
Public meetings	schemes
Question and answer session	Consultation documents

20.   Which of the above do you consider the best option?

21.   Did you at any time have a meeting with government or other stakeholders joint meeting particularly in areas of mutual concern?

22.   What is your view? Do you think government is doing enough to boost the involvement and participatory capacity of the private sector to ensure their active involvement?

23.   Has the programme been using the local clientele or knowledge in their operations?

24.   How would you describe the private sector relationship with the other stakeholders in the programme i.e. the government and community member or groups

25.   Any other comment?

…….

…….

_____**THE END**_____**THANK YOU**_____

Appendix C4: Interview guide Translated into IsiZulu

- Isingeniso
- Ukulandela nokuqaphela kwenqubo kanye nokuxhoxhisana ngezinto ezihambisana ziphinde zibe isisekela socwaningo.

Isigaba sokuqala

1. Ingabe uthini owakho umbono mayelana nokusebenzisana ngokubambisa ekuthuthukisweni komnotho wasezindaweni zasemakhaya?

2. Ingabe kukhona ukuququzeleka ekwenziwa kuwena noma okwenziwa kubahwebi abazimele ngenkathi loluhlelo luzoqala?

3. Uma impendulo yakho kungu yebo, ungakucaza uthini lokho?

   Uma impendulo kungu chabo, ungakucaza uthini lokho?

4. Ingabe kukhona ukubonisana kanye nokwaziswa okubheke kubahwebi abazimele ngenkathi loluhlelo luzoqala?

   Uma impendulo kungo yebo, bengicela ucaze?

5. Ingabe wena noma abahwebi abazimele banikwa uthibu lofaka uvo kululuhlelo lusazoqala?

   Uma impendulo kunguyebo, kanjan?
   Uma impendulo kungucabo, kwaba yisiphi isizathu?

6. Ngokubona kwakho, ingabe abahwebi abazimele banovo oluthi alibencono olungasiza luphinde luhlomulise loluhlelo lusaqala?

7. Ingabe kukhona ukungagculiseki onakho ngendlela uhulumeni owenzengayo kuqala uhlelo?

7. Isiphi isigaba ngokubona kwakho, lapho khona abahwebi abazimele obekumele ngabe babe yinxhenye baphinda babandakanyeka khona kululuhlelo?
   (*zisasuka nalapho kusahlelwa khona, noma lapho sekwenziwa khona, noma lapho sekuhlolwa khona, zonke izigaba*)

Ukuklama kwezikhungo

8. Ingabe uyakucabanga ukuthi ukubandakanyeka nokunikwa ulwazi izinhlaka zaloluhlelo kuyinto eyenziwayo neyisisekelo esikhungweni sakho lapho khona loluhlelo luthinteka khona?

9. ngowakho umbono, ingabe indima engadlalwa umphakathi ibalulekile na ekuqinisekiseni ukuphumelela kwezinhlelo zokusebenza ngokubambisana ezixhile emphakathini? Uma impendulo kunguyebo, kanjan?

10. ingabe zikhona izinhlelo zokuxhumana ezibekiwe ukuhlanganisa abatshali zimali, uhulemuni kanye nabahwebi abazimele?

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11. Ingabe ikhona yini indima okumele noma edlalwa abahwebi abazimele kululuhlelo? Uma impendulo kunguyebo, labahwebi abazimele ababandakanyekayo bakhethwa kanjani ukuthi mamele bonke abahwebi emihlanganweni?

Ubuholi obonohlonze

12. Ngokubona kwakho, ingabe amaholi bamabhizinisi ulwazi abanalo nekhona lungasiza umphakathi wabahwebi ukuba ubeyinxenye yaloluhlelo?

13. Ingabe sikhona yini isidingo ukuba uhulumeni okanye abatshali zimali abazimele abangakwenza ngokweqile ukuze bathuthukise ukusebenza ngokubambisa kwabaholi bamabhizinisi ngendlela yokubaqeqesha baphinde babanike ulwazi?

14. Ngokubona kwakho, ingabe abaholi abamele abahwebi noma osamabhizinisi indlela abaziphatha ngayo kanye namakhono abanawo kunawo yini umthelela ekuqinisekiseni ukuthi abahwebi bayabandakanyeka ngendlela kululuhlelo?

15. Ingabe ukubandakanyeka noma ukungabandakanyeki ngosomabhizinisi noma abahwebi kuwumthelela wokubandakanyeka mamaqembu ezombusazwe?

Imigomo yokusebenza ngokubambisana

16. Ingabe uhulumeni uqinisekisa kanjani ukuthi abahwebi noma osamabhizinisi babheka ezinye izindlela baphinde banxenxe abahweni basendaweni ukubasebenze ngokubambisana baphinde babanike namakhono?

17. Kulokhu okungezansi, ingabe yiphi indlela ongathi izinhlaka zonke ziyasebenzisa ekuxhumaneni nabahwebi abazimele abatholakala emphakathini?
(*ungakhetha noma okungaki, umcwaningi uzokusiza kulokhu*)

☐ikomidi labasebenzi ☐amaqoqo anezinkinga ezifanayo ☐amaqoqo enezifuno ezifanayo ☐abasebenzisi bezidingo nqangi ☐ipaneli labahlali ☐iqoqo lezakhamizi ☐iqoqo elixhile enkulumweni	☐ukusebenza ngokubambisana ☐inkulumo nxonxo yomphakathi ☐ukushicilela ☐imbizo ☐umhlangano wazozonke izinhlaka ☐ingqungquthela ☐imihlangano yemiphakathi	☐ikomidi labaluleki ☐inhlngano samfundo ☐ikomidi lezikhalazo ☐amabhuku okuxhumana ☐ngohlelo lwemibuzo nokuphendula

18. Kulokhu okungenhla, yikuphi ongathi iyona ndlela encono?

19. Sekuke kwenzeka ukuth ubenemihlangano nohulumeni okanye ezinhlaka ezibandakanyeka kululuhlelo lapho nidingada izinto eningahlomula khona ngokufanayo?

17. Uthini owakho umubono? Ingabe uhulumeni wenza ngokwanele ukuqinisekisa ukuth zonke izinhlaka ziyabandakanyeka ziphinde zidlale iqaza ikakhulukazi abahwebi?

18. Ingabe loluhlelo belusibenzinsa ulwazi oluthalakala endaweni okanye emphakathi ekufezekiseni loluhlelo?

19. Ungabudalula uthi bunjani ubedlelwano babahwebi nezinye izinhlaka zaloluhlelo?

20. Ingabe unayo imibono noma ukuphawula onakho?

………

………

Appendix D1: Recruitment poster

INVITATION TO PARTICIPATE IN A RESEARCH

TITLE OF STUDY

*"***Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa***"*

Researcher: Siyabonga Dlamin

The purpose of the study is to:

- **Understand your experience as Swiss ILembe Local Economic Development Stakeholder**.

As per the invitation you are reminded to participate in the study:

-Date: 2 September 2019
-Time: 12h00 to 13h30
-Venue: EDTEA Head office, Simunye Boardroom

Contact Information

To find out more about this study please contact:

Dr Sybert Mutereko
031 260 7951
muterekos@ukzn.ac.za

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Appendix E1: Consent Letter

CONSENT LETTER

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL (For research with human participants)

<u>Information Sheet and Consent to Participate in Research</u>

Date:

Greetings,

I am Siyabonga Arastus Dlamini (217078740), a Masters student in Administration at the School of Management, Information Technology and Governance, University of Kwazulu Natal, South Africa. My contact details are as follows:

Email: dlaminisi@kznded.gov.za
Cellular 072 672 5653

You are kindly requested to consider participating in a research study titled Effects of public sector outsourcing on support service workers: Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa. The objective of this research study is to gain an in-dept understanding of stakeholder engagement and how it has impacted the implementation of Local Economic Development policy. The study is expected to include all the stakeholders of the Swiss ILembe Local Economic Development Programme which are: government, ILembe Chamber of Commerce, the State Secretariat of Economic Affairs and the community of ILembe District. The researcher shall conduct interviews with the Senior Officials of government, ILembe Chamber of Commerce and Community leaders. Focus group discussions shall also be held with various members of the institutions involved and members of the community to understand their perceptions regarding the stakeholder engagement in this programme. Kindly note the following in respect of your participation:

a. That your participation in this study is voluntary. You have a choice to participate or not. You may also withdraw your participation at any time you deem without giving any reason;

b. Your participation is highly confidential. No one has the right to know of your participation

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c.   no incentives, monetary or otherwise is available to participants and no risk is envisaged;

d.   all data, both electronic and hard copy, will be securely stored during the study and archived for 5 years after which all data shall be destroyed;

e.   all information given shall be treated with strict confidentiality and will be analysed <u>strictly for academic purpose.</u>

Kindly note that this study was approved having been screened by the Ethics Board of the School of Social Sciences, University of KwaZulu Natal in South Africa with approval no. …………………….

Considering the foregoing, your honest response to the questions will be highly appreciated.

If you have any doubt, question or concern, you may please, call on the research supervisor;
Dr. Sybert Mutereko (<u>muturekos@ukzn.ac.za</u>; +27312607951) or contact:

Mr. Premiall Mohun,
Humanities & Social Sciences Research Ethics Administration
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000   KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: <u>HSSREC@ukzn.ac.za</u>

Yours sincerely,

DLAMINI, SA.
Researcher

Appendix E2: Consent to participate

CONSENT TO PARTICIPATE

I …………………………………………………………………………. have been informed about the study entitled Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa by Siyabonga Dlamini.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

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

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at Siyabonga Dlamini, 072 672 5653.

Mr. Premiall Mohun,
Humanities & Social Sciences Research Ethics Administration
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban, 4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Additional consent, where applicable:

I hereby provide consent to:

Audio-record my interview / focus group discussion   YES / NO

_____   _____

   Signature of Participant   **Date**

_____   _____

Signature/Date of Witness (as applicable)   Signature of Translator (as applicable)

UNIVERSITY OF KWAZULU NATAL
School of Social Sciences

Researcher: Dlamini Siyabonga (217078740(

Supervisor: Sybert Mutereko PhD.

School of Management, IT and Public Governance

Dear Respondent,

The information required in this questionnaire is meant to form part of an academic research process titled **Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa.** It is a survey study involving the stakeholders of the Swiss ILembe Local Economic Development Programme. Through your participation, the researcher will be able to ascertain the views and feelings of the affected stakeholders regarding the degree of stakeholder engagement in the Swiss ILembe Local Economic Development Programme. Kindly note the following in respect of your participation:

a. That your participation in this study is voluntary. You have a choice to participate or not. You may also withdraw your participation at any time you wish without giving any reason.

b. Your participation is highly confidential and anonymous. No one has the right to know of your participation, the information cannot, in anyway, be linked to you; hence, your name is not required for any reason.

c. If you have any doubt, question or concern, you may, please, call on the researcher for explanation or contact the institution above;

d. No incentives or benefit is available to participants and no risk is envisaged.

In light of the foregoing, your honest response to the questions will be highly appreciated. All information given shall be treated with strict confidentiality and will be analysed as aggregated statistics data strictly for academic purpose.

Thank you for your cooperation

…………………………………
DLAMINI SIYABONGA
072 672 5653

Appendix E3: Consent Letter in isiZulu

INCWADI YOKUVUMA

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL (For research with human participants)

Ishidi lwazi nokuvuma ukuba inxenye yocwaningo

Usuku:

Uyabingelelwa,

Igama lami ngiwu **Siyabonga Dlamini (217078740),** umfundi owenza iziqu ze Masters Public Administration enyuvesi ya KwaZulu Natali. Imininingwane yokuxhumana:

Email: dlaminisi@kznded.gov.za

Umakhalekhukhwini: 072 672 5653

 Uyanxuswa ukuba ingxenye yocwaningo ngaphansi kwesihloko esithi *"**Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa".**.*Injongo yalolucwaningo ukuqonda kabanzi ukubaluleka kokusebenzisana kwezinhlaka ezibandakanyeka ohlelweni ogama lalo luthi Swiss ILembe Local Economic Development. Kulindeleke ukuthi lolucwaningo lubandakanye zonke izinhlaka zaloluhlelo okuze kuzoqondasiseka imizwa nemibona yezinhlaka ngaloluhlelo. Umcwaningi uzophinde aphe nengxoxo ezobe igxile kuhulumeni, umphakathi, abahwebi, kanye nabo abase State Sectretariate of Economic Development. Qaphela lokhu okulandelayo mayelana nokubamba kwakho iqhaza kulolucwaningo:

f. Ukuba inxenye yocwaningo kusuka kuwe ngokuzithandela. Unakho ukukhetha ukuthi ubeyingxenye noma ungabi ingxenye yalolucwaningo. Ungahoxa noma inini uma ufisa ngaphandle kokunikeza izizathu.

g. Ukubamba iqhaza kulolucwaningo kuyimfihlo kakhulu. Akekho onelungelo lokwazi ngokuba neqhaza kwakho kululocwaningo.

h. Akunamivuzo noma ngabe eyemali ezotholaka ngokuthi ube yinxenye yalolucwaningo kanti futhi akunabungozi obulindelekile;

i. Lonke ulwazi olungaba kwikhompyutha noma olusephepheni luzogcinwa ngokuphepha ngenkathi ucwaningo luqhubeka kanti luzogcinwa iminyaka eyisihlanu inyuvesi emva kwalokho luzobe selubhubhiswa lonke.

j. Lonke ulwazi ozolunika umcwaningi luzophathwa ngemfihlo kanti luzohlaziywa ngenhloso yokufeza izifundo zomcwaningi.

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Qaphela ukuthi lokucwaningo luvunyelwe ngemuva kokucubungisiswa ibhodi lokuziphatha lesikolo locwepheshe bezenhlalakahle enyuvesi ya kwaZulu Natali eningizimu Africa ngenombolo yokuvuma ethi …………………….

Kukho konke okushiwo ngenhla, ukuphendula kwakho ngokuthembeka kuzoncomeka kakhulu.

Uma unokungabaza noma imibuzo, uyacelwa ukuthi uxhumane nonsumpa walolucwaningo:

Dokotela Sybert Mutereko (muturekos@ukzn.ac.za; inombolo yocingo 031 260 7951) noma kulemininingwane elandelayo:

Mr. Premiall Mohun,

Humanities & Social Sciences Research Ethics Administration

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001
Durban 4000   KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Ozithobayo

DLAMINI, SA.

Umcwaningi

IMVUME YOKUBA YINXENYE NOKUBANDAKANYEKA KUCWANINGO

Mina …………………………………………………………. Ngazisiwe ngocwaningo olusihloko esithi: "Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe District in the KwaZulu-Natal Province, South Africa", ngumnumnzame Siyabonga Dlamini. Ngiyasiqondisisa isizathu neminqubo ezolandelwa kulolucwaningo.

Nginikeziwe ithuba lokubuza imibuzo ngalolu cwaningo futhi nezimpendulo engizitholile zingigculisile.

Ngiyaqinisekisa ukuthi ukubandakanyeka kwami kololucwaningo kube yisinqumo sami nokuzithandela kwami, futhi ngingakuhoxhisa okubandakanyeka kwami inoma inini mangifisa.

Uma kuba khona imibuzo/ izikhalazo kanye nokunye okungangeza ngibe nkamunkamu mayelana nocwaningo, ngiyaqondisisa ukuthi ngiyoxhumana nomcwaningi ku dlaminisi@kznded.gov.za noma dlaminisyabongah@gmail.com, okanye ngimuthinte ku +2772 672 5653 noma +27 6593 4784; noma

uMnumzane Premiall Mohun, Kwezabantu kanye nezobucwepheshe ngokwezenhlalo eHhovisi lokuphathwa ngokuziphatha kwabacwaningi, Esikhungweni sase Westville, Ebhilidini iGovan Mbeki, Private Bag X 54001 Ethekwini, 4000, KwaZulu-Natal, Eningizumu neAfrica. Ucingo: 031 260 4557, isikhahlamezi: 031 260 4609 kanye nekheli lomqafazo: HSSRC@ukzn.ac.za

Ezinye zezimvume zokubandakanyeka, lapho ezizodingeka khona.

Ngiyavuma ukuba:

Inkulumo yami/ noma eqembu nxoxo ukuba liqoshe   YEBO/CHA

 Usuku   _____   _____ isigxivizo soyinxenye yocwaningo

Usuku_____   _____ Isigxivizo sofakazi

Appendix F1: KZN EDTEA gate keepers letter

edtea
Department :
Economic Development, Tourism and
Environmental Affairs
PROVINCE OF KWAZULU-NATAL

270 Jabu Ndlovu Street, Pietermaritzburg, 3201
Tel: +27 (33) 264 2604, Fax: 033 264 2680
Private Bag X 9152
Pietermaritzburg, 3200
E-mail: leena.govander@kznedtea.gov.za
www.kznedtea.gov.za

Mr Siyabonga Dlamini (217078740)

Date: 11 November 2018

Master's student in Public Governance

College of Management, IT and Public Governance

University of KwaZulu-Natal, Westville campus

South Africa, Durban 4000

Dear Mr S Dlamini

RE: REQUEST FOR INTERVIEW, DISTRIBUTION OF QUESTIONNAIRES AND ACCESS DOCUMENTED INFORMATION /PERMISSION TO DO A FIELD STUDY

This is to inform you that the Head of Department of Economic Development, Tourism and Environmental Affairs have approved your request to gain access to the department and do your field study. The Head of Department further grant approval for you to conduct interviews and distribute questionnaires for the identified officials in your study. Furthermore, you will be provided with a boardroom for you to be able to conduct the focus group discussion as per your request.

Permission was granted to you based on the fact that the requested information and activity is for academic purposes. You may need to inform the office two weeks prior when you shall be conducting the interviews, focus groups discussion and distribution of questionnaires so that necessary arrangement may be putted in place. The same must be applied when you require access to the departmental documentation and be reminded that you are not allowed to take any material from the department and utilize it outside of the department's premises.

Looking forward to receive you and best of luck in your academic endeavours.

Yours sincerely

Mr M. J. Mfusi

Acting Head of Department

KZN: Department of Economic Development, Tourism and Environmental Affairs

"Attainment of a radically transformed, inclusive & sustainable economic growth for KwaZulu-Natal"

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Appendix F2: ILembe Chamber of Commerce gate keepers letter

Unit 14, The Quarter
1 Stewart Drive,
Ballito Business Park,
Ballito 4420

18 January 2019

Head of Department

Public Governance

School of Management, IT and Public Governance

University of KwaZulu-Natal, Westville Campus

Durban, 4000

Email: dlaminis1@kznded.gov.za or dlaminisyabongah@gmail.com

Dear Sir/ Madam

RE: GATE KEEPERS CONSENT LETTER

I formally write as requested by Mr Siyabonga Dlamini, student number: 217078740, who is undergoing a Master's Degree Programme in your institution. He has requested permission to conduct his field work/study in my organization.

Thus, I write to your good self to vividly inform and communicate that ILembe Chamber of Commerce, Industry and Tourism will be glad to be part of such study and approval is granted for Mr S Dlamini to conduct his field work/ study in my organization. All requested (as per the letter by him) resources and support will be provided.

I hope all is in order, for further enquiries, please do not hesitate to contact my office at (0) 87 354 6343 or at Ntombifuth@ilembechamber.co.za

Yours sincerely

Cobus Oelofse

Chief Executive Officer: ILembe Chamber of Commerce, Industry and Tourism

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Appendix F3: ILembe District Municipality gate keepers letter

Appendix F4: State Secretariat of Economic Affairs

Appendix F5: ILembe Emerging Contractors

03 January 2019

Mr Siyabonga Dlamini

Master's Degree, Public Governance

School of Management, IT and Public Governance

University of KwaZulu-Natal, Westville Campus

Durban, 4000

Email: dlaminisi@kzaded.gov.za or dlamininyabongah@gmail.com
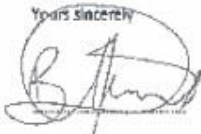
Dear Mr S Dlamini

RE: REQUEST FOR INTERVIEW, DISTRIBUTION OF QUESTIONNAIRES AND ACCESS TO DOCUMENTED INFORMATION/PERMISSION TO A FIELD STUDY

This is to inform you that the ILembe Emerging Contractors has approved your request to gain access to its organization and do your field study. The Chairperson and the committee further grant approval for you to conduct interviews and distribute questionnaires to the identified and available members of the forum in your study. Moreover, you will be provided with a venue for you to be able to conduct the focus group discussion as per your request. However, we request that you notify us two weeks prior to your arrival so that we can be able arrange with the Municipality to provide you and our identified members the venue to conduct your activities.

Kindly note, permission was granted to you based on the fact that the requested information and activities are/is for academic purposes.

Looking forward to receive you and best of luck in your academic endeavours.

Yours sincerely

Mr B Ntuli

Chairperson: ILembe Emerging Contractors

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Appendix F6: KwaDukuza Informal Economy Chamber

24 January 2019

Mr Siyabonga Dlamini

Master's Degree, Public Governance

School of Management, IT and Public Governance

University of KwaZulu-Natal, Westville Campus

Durban, 4000

Email: dlaminisi@kzndedt.gov.za or dlaminisyabongah@gmail.com

Dear Mr S Dlamini

RE: REQUEST FOR INTERVIEW, DISTRIBUTION OF QUESTIONNAIRES AND ACCESS TO DOCUMENTED INFORMATION/PERMISSION TO A FIELD STUDY

This is to inform you that the KwaDukuza Informal Economy Chamber has approved your request to gain access to its organization and do your field study. The Chairperson and the committee further grant approval for you to conduct interviews and distribute questionnaires to the identified and available members of the forum in your study. Moreover, you will be provided with a venue for you to be able to conduct the focus group discussion as per your request. However, we request that you notify us two weeks prior to your arrival so that we can be able arrange with the Municipality to provide you and our identified members the venue to conduct your activities.

Kindly note, permission was granted to you based on the fact that the requested information and activities are/is for academic purposes.

Looking forward to receive you and best of luck in your academic endeavours.

Yours sincerely

Ms S Mathaba

Chairperson: KwaDukuza Informal Economy Chamber

Appendix F7: KwaDuka Youth in Business Forum

KwaDukuza Youth in Business Forum

14 Chief Albert Luthuli Street, KWADUKUZA, 4450
Tel 032 457 4000, Fax 032 437 4098

15 December 2018

Mr Siyabonga Dlamini

Master's Degree, Public Governance

School of Management, IT and Public Governance

University of KwaZulu-Natal, Westville Campus

Durban, 4000

Email: dlaminisi@kzndhd.gov.za or dlaminisyabongah@gmail.com

Dear Mr S Dlamini

RE: REQUEST FOR INTERVIEW, DISTRIBUTION OF QUESTIONNAIRES AND ACCESS TO DOCUMENTED INFORMATION/PERMISSION TO A FIELD STUDY

This is to inform you that the Chairperson and the committee of KwaDukuza Youth in Business Forum have approved your request to gain access to its organization and do your field study. The Chairperson and the committee further grant approval for you to conduct interviews and distribute questionnaires to the identified and available members of the forum in your study. Moreover, you will be provided with a venue for you to be able to conduct the focus group discussion as per your request. However, we request that you notify us two weeks prior to your arrival so that we can be able arrange with the Municipality to provide you and our identified members the venue to conduct your activities.

Kindly note, permission was granted to you based on the fact that the requested information and activities are/is for academic purposes.

Looking forward to receive you and best of luck in your academic endeavours, for further enquiries and clarity regarding the letter, please do not hesitate to contact my office at 032 457 4000.

Yours sincerely

Mr T. Zondi

Chairperson: KwaDukuza Youth in Business Forum

Appendix G: Ethical Clearance

UNIVERSITY OF
KWAZULU-NATAL

INYUVESI
YAKWAZULU-NATALI

30 July 2019

Mr Siyabonga Arastus Dlamini (217078740)
School of Management, IT & Governance
Westville Campus

Dear Mr Dlamini,

Protocol reference number: HSSREC/00000073/2019
Project title: Stakeholder engagement of Swiss Local Economic Development Programme at iLembe District in the KwaZulu-Natal Province, South Africa

Full Approval – Expedited Application

This letter serves to notify you that your application received on 14 May 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL

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

This approval is valid for one year from 30 July 2019.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

Yours sincerely,

Dr Rosemary Sibanda (Chair)

/ms

Humanities & Social Sciences Research Ethics Committee
Dr Rosemary Sibanda (Chair)
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Website: http://research.ukzn.ac.za/Research-Ethics/

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

INSPIRING GREATNESS

Appendix H: respondents coding

Division	Code	Description
EDTEA	FG1R1	Focus group 1 respondent 1
	FG1R2	Focus group 1 respondent 2
	FG1R3	Focus group 1 respondent 3
	FG1R4	Focus group 1 respondent 4
	FG1R5	Focus group 1 respondent 5
	FG1R6	Focus group 1 respondent 6
	FG1R7	Focus group 1 respondent 7
	FG1R7	Focus group 1 respondent 8
	IR1	Individual respondent 1
	IR2	Individual respondent 2
IDM	FG2R1	Focus group 2 respondent 1
	FG2R2	Focus group 2 respondent 2
	FG2R3	Focus group 2 respondent 3
	FG2R4	Focus group 2 respondent 4
	IR3	Individual respondent 3
	IR4	Individual respondent 4
ICC	FG3R1	Focus group 3 respondent 1
	FG3R2	Focus group 3 respondent 2
	FG3R3	Focus group 3 respondent 3
	FG3R4	Focus group 3 respondent 4
	FG3R5	Focus group 3 respondent 5
	FG3R6	Focus group 3 respondent 6
	FG3R7	Focus group 3 respondent 7
	FG3R8	Focus group 3 respondent 8

	IR5	Individual respondent 5
	IR6	Individual respondent 6
SSEA	FG4R1	Focus group 4 respondent 1
	FG4R2	Focus group 4 respondent 2
	FG4R3	Focus group 4 respondent 3
	FG4R4	Focus group 4 respondent 4
	FG4R5	Focus group 4 respondent 5
Community	FG5R1	Focus group 5 respondent 1
	FG5R12	Focus group 5 respondent 2
	FG5R3	Focus group 5 respondent 3
	FG5R4	Focus group 5 respondent 4
	FG5R5	Focus group 5 respondent 5
	FG5R6	Focus group 5 respondent 6
	FG5R7	Focus group 5 respondent 7
	FG5R8	Focus group 5 respondent 8
	FG5R9	Focus group 5 respondent 9
	FG5R10	Focus group 5 respondent 10
	FG5R11	Focus group 5 respondent 11
	FG5R12	Focus group 5 respondent 12
	FG5R13	Focus group 5 respondent 13
	FG5R14	Focus group 5 respondent 14
	FG5R15	Focus group 5 respondent 15
	IR7	Individual respondent 7
	IR8	Individual respondent 8
	IR9	Individual respondent 9
	IR10	Individual respondent 10

Appendix I: Langauge editor certificate

ASOKA ENGLISH LANGUAGE EDITING
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CELL NO.: 0836507817

DECLARATION

THIS IS TO CERTIFY THAT THE FOLLOWING THESIS HAS BEEN ENGLISH LANGUAGE EDITED

Stakeholder Engagement of Swiss Local Economic Development Programme at ILembe

District in the KwaZulu-Natal Province, South Africa.

Candidate: Dlamini SA

DISCLAIMER
Whilst the English language editor has used electronic track changes to facilitate corrections and has inserted comments and queries in a right-hand column, the responsibility for effecting changes in the final, submitted document, remains the responsibility of the client.

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