



**UNIVERSITY OF
KWAZULU-NATAL**
**INYUVESI
YAKWAZULU-NATALI**

COLLEGE OF LAW AND MANAGEMENT STUDIES

**Assessment of the implementation of Local Economic Development
in local government: a case study of uThukela district municipality**

BY

SIPHOSIBLE EMMANUEL HLOMUKA

200005961

**A dissertation submitted in fulfilment of the requirements for the
degree of Master of Administration (M. ADMIN)**

School of Management, IT, & Governance

Supervisor: Dr SI Zondi

2020

DECLARATION

I, S.E. Hlomuka declare that:

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



S.E Hlomuka (200005961)

30/9/20

Date

ACKNOWLEDGEMENTS

I thank God for the courage, wisdom and strength that he gave me to pursue this study to its successful completion. This research project would not have been possible without the support and encouragement of a number of very important and aspiring people. I would gratefully wish to express my sincere appreciations to the following people:

- My family, particularly my wife Mrs N.N Hlomuka and my beautiful daughters for their encouragement and support during this research journey. I would also like to extend my sincere gratitude to my parents – Mrs TE Hlomuka and Mr MP Hlomuka for their love, moral support and encouragement throughout my studies.
- Dr C Vhumbunu for his mentorship during the formulation of this study. I gained a lot through his vast knowledge of research.
- My supervisor, Dr Sakhile Zondi for his guidance and expertise which has resulted into the completion of this dissertation. He motivated me through difficult times in order to ensure that this study is completed timeously.
- Mr. S Kunene, the Municipal Manager of uThukela District Municipality for granting me permission to conduct this study within the municipality; and to all municipal staff who willingly participated in the interviews despite their busy schedules.
- I would also like to thank my colleagues in the African National Congress (ANC); and the Premier of the KwaZulu-Natal Province, Honourable Sihle Zikalala for motivating me to work towards my studies.
- Finally, I would like to express my gratitude to the University of KwaZulu-Natal for the wealth of knowledge which I have accumulated over the years.

ABSTRACT

The escalation of poverty, unemployment and inequalities at the global community has triggered many various coping mechanisms that are implemented by the governments at the country levels. Local Economic Development (LED) is one of those coping mechanisms that are broadly conceptualised as alternatives to the formal employment establishments in order to create job opportunities and contribute to the social welfare of the indigent communities. The main aim of the study reported in this research was to assess the implementation of LED in local government using uThukela District Municipality as a local case study. The literature review for this study focussed mainly on the strides that have been undertaken by the South African municipalities since the first democratic elections in 2000. To this end, local government mandate has been redefined to focus on inclusive service delivery, facilitation of local democracy, promotion of socio-economic development and the encouragement of citizens involvement in local government matters. For this reason, this study broadly discussed LED implementation processes of uThukela District Municipality in order to established progress of the municipality to promote the socio-economic mandate of local government. The study adopted qualitative methodology in which structured interviews and semi-structured interviews were conducted with the sample of 16 respondents, including municipal officials and emerging entrepreneurs in uThukela District Municipality. The findings demonstrated that the municipality in in a positive trajectory towards the implementation of LED. The municipality was in compliant with legislative policies and various protocols regulating LED. However, the scarcity of financial resources to fund emerging entrepreneurs and the dearth of entrepreneurship culture in many communities may overshadow the potential of the municipality to implement LED projects. The study recommended that the municipality prioritises the business skills among community members of uThukela so that they drive their own business ventures instead of expecting jobs that are unsustainable from the formal employment establishment. The municipality should also establish strong relations with various institutions from the national, regional and global communities in order to attract foreign investments into uThukela District Municipality.

TABLE OF CONTENTS

Supervisor's Permission to Submit	i
Student's Declaration	ii
Acknowledgement	iii
Abstract	iv
Table of contents	v
List of tables	vi
List of figures	vii
Acronyms	viii
Annexures	ix

Chapter One: Introduction and Overview of the Study

1.1	Introduction	1
1.2	Research Background	1
1.3	Problem statement	3
1.4	Research Aim and Objectives	5
1.5	Research Objectives	5
1.6	Research Questions	6
1.7	Significance and Contributions of the Study	6
1.8	Preliminary Literature Review	7
1.8.1	Conceptualisation of Local Economic Development	8
1.9	Theoretical Framework	9
1.10	Research Design and Methodology	10
1.11	Research Design	11
1.11.1	Research Paradigms	11
1.11.2	Sampling Methods	11
1.11.2.1	Probability Sampling Method	12
1.11.2.2	Non-Probability Sampling Method	12
1.12	Target Population	12
1.13	Data Collection Methods	12
1.14	Data Quality Control	13

1.14.1	Trustworthiness of Data	
1.15	Study Site	13
1.16	Data Analysis	13
1.16.1	Thematic Data Analysis	13
1.17	Ethical Consideration	14
1.18	Limitations of the Study	16
1.19	Chapter Outlines	15
1.20	Chapter Summary	15
		16

**Chapter Two: Local Government Restructuring and Transformation in South Africa
with Specific Reference to uThukela District Municipality**

2.1	Introduction	
2.2	Definition of key Terms	17
2.2.1	Developmental Local Government	17
2.2.2	Integrated Development Planning	17
2.2.3	Local Economic Development	17
2.2.4	Local Government	17
2.2.5	Public Participation	18
2.2.6	Local Community	18
2.2.7	Municipality	18
2.2.8	Small Medium and Micro Enterprises	18
2.3	Apartheid Local Government	18
2.3.1	Interim Measures for Local Government Transformation in the 1990s	19
2.3.2	Local Government Negotiating Forums	20
2.3.3	Local Government Transition Act 209 of 1993	20
2.4	Local Government in the Post-Apartheid Era in South Africa	22
2.4.1	Constitution of the Republic of South Africa (1996)	23
2.4.2	White Paper on Local Government (1998)	23
2.4.3	Local Government Municipal Systems Act 32 of 2000	24
2.4.4	Local Government Municipal Structures Act 117 of 1998	24
2.4.5	Local Government Municipal Financial Management Act 56 of 2003	25

2.5	The Establishment of uThukela District Municipality	25
2.6	Local Government Structures	26
2.6.1	Municipal Councils	26
2.6.2	Executive Committees	26
2.6.3	Municipal Speakers	27
2.6.4	Mayors	27
2.6.5	Portfolio Committees	28
2.6.6	Ward Committees	28
2.6.7	Ward Councillors	29
2.6.8	Traditional Leaders	29
2.6.9	Municipal Manager	30
2.6.10	Organisational Structure of uThukela District Municipality	31
2.7	Chapter Summary	32

Chapter Three: Review of the Implementation of Local Economic Development in uThukela District Municipality

3.1	Introduction	33
3.2	Historical Overview of Local Economic Development in South Africa	33
3.3	Local Economic Development: Meaning, Context, and Practice in Local Government	34
3.4	Local Economic Development Planning in Local Government	34
3.5	Economic Profile of uThukela District Municipality	36
3.5.1	Agricultural Sector	37
3.5.2	Tourism Sector	38
3.5.3	Manufacturing Sector	38
3.6	Development and Sustainability of Small, Medium and Macro Enterprises in uThukela District	38
3.7	Implementation of Local Economic Development Strategy in uThukela District Municipality	40
3.8	uThukela District's Local Economic Development and KwaZulu-Natal's Provincial Growth Development Plan	42
3.9	Strategic Goals of the KwaZulu-Natal Provincial Growth Development Strategy	42
3.9.1	Job Creation	42
3.9.2	Human Resources Development	43
3.9.3	Strategic Infrastructure	43
3.9.4	Environmental Sustainability	43
3.9.5	Governance and Policy	43
3.9.6	Spatial Equity	43
3.10	Local Economic Development: Legislative and Policy Context	44
3.10.1	National Development Plan: Vision 2030	44
3.10.2	Sustainable Development Goals	45
3.10.3	National Framework for Local Economic Development (2013-2018)	46

3.11	Theoretical Foundations of the Study	46
3.11.1	Linear Stages of Economic Growth Model	47
3.11.1.1	The Traditional Society	48
3.11.1.2	Pre-conditional for Take-Off	49
3.11.1.3	Take -Off	49
3.11.1.4	Drive to Maturity	49
3.11.1.5	The Age of High Mass Consumption	49
3.11.2	Structural Change Economic Development Theory: 1970s-1980s	50
3.11.3	Community Led Rural Development Theory: 1980s – 1990s	51
3.12	Global Perspective of Local Economic Development and Lessons Learnt	52
3.13	Chapter Summary	53

Chapter Four Research Design and Methodology

4.1	Introduction	54
4.2	Research as a Concept	54
4.3	Research Philosophies	54
4.3.1	Ontology	55
4.3.2	Epistemology	55
4.3.3	Axiology	55
4.4	Interpretative Research Paradigm	56
4.5	Research Methodology and Design	57
4.5.1	Research Methodology	58
4.5.1.1	Qualitative Research Methodology	58
4.5.1.2	Quantitative Research Methodology	59
4.5.1.3	Mixed Research Methodology	60
4.6	Case Study Research Strategy/Design	61
4.7	Data Collection Instrument	62
4.8	Research Interviews as Data Collection Strategy in Qualitative Research	63
4.8.1	Structured Interviews	63
4.8.2	Unstructured Interviews	63
4.8.3	Semi-Structured Interviews	64
4.9	Focus Group Discussions	64
4.10	Research Questionnaires as Data Collection Strategy in Quantitative Research	64
4.11	Research Sampling	65
4.11.1	Probability Sampling	65
4.11.1.1	Systematic Sampling	66
4.11.1.2	Stratified Sampling	66
4.11.1.3	Cluster Sampling	66
4.11.2	Non-Probability Sampling	66
4.11.2.1	Accidental Sampling	67
4.11.2.2	Quota Sampling	67
4.11.2.3	Purposive Sampling	67

4.12	Data Analysis Procedures	
4.12.1	Thematic Data Analysis	68
4.13	Data Control Procedures	68
4.13.1	Ensuring Trustworthiness for Qualitative Data	68
4.14	Ethical Considerations	69
4.14.1	Permission to Conduct the Study	69
4.14.2	Informed Consent	69
4.14.3	Anonymity and Confidentiality	70
4.14.4	Avoiding Harm to Research Participants	70
4.15	Chapter Summary	70

Chapter Five: Data Presentation, Analysis and Interpretations

5.1	Introduction	
5.2	Case Context of uThukela District Municipality and Documentary Evidence	72
5.3	Qualitative Data Presentation	72
5.4	Data Analysis and Interpretations	74
5.5	Chapter Summary	78
		87

Chapter Six: Summary, Conclusions and Recommendations

6.1	Introduction	
6.2	Reflections on Research Objectives and Questions for the Study	88
6.3	Summary of Chapters	88
6.4	Discussion of Main Findings and Conclusions Drawn by the Study	89
6.5	Overarching Recommendations for the Study	90
6.6	Chapter Summary	94
		96
	References	97

ANNEXURES

- Annexure 1: Ethical Clearance Letter**
- Annexure 2: Informed Consent**
- Annexure 3: Interview Schedules for Emerging Entrepreneurs**
- Annexure 4: Interview Schedules for Municipal Officials**
- Annexure 5: Permission Letter to Conduct the Study**
- Annexure 6: Turn It In Report**
- Annexure 7: Language Editing Certificate**

LIST OF FIGURES

- Figure 2.1** **Organisational Structure of uThukela District Municipality.**
- Figure 3.1** **Alignment Between uThukela LED's Strategy and other National and Provincial Policy Imperatives.**
- Figure 3.2** **KwaZulu Natal, Provincial Growth Development and national Development Plan Vision 2030.**
- Figure 3.3** **Rostow's Model of Economic Development Stages.**
- Figure 5.1** **Map Showing uThukela District Municipality.**

LIST OF TABLES

Table 1.1	Target Population for the Study.
Table 2.1	Political Representation in the Municipal Council of uThukela District Municipality.
Table 3.1	Swot Analysis of uThukela District Municipality.
Table 4.1	Ontology, Epistemology and Axiology in Research.
Table 4.2	Distinctions Between Qualitative and Quantitative Methodologies.
Table 5.2	Interactions Between Emerging Themes and Sub-Themes with Research Objectives and Research Questions.
Table 5.3	Interactions Between Theoretical Framework and Qualitative Data.
Table 5.4	Convergence and Divergence of Qualitative Data Between Municipal Officials and Emerging Entrepreneurs.

List of Matrices

Matrix 5.4.4.1: The Role of uThukela District Municipality in the Implementation of Local Economic Development Programmes.

Matrix 5.4.4.2: Application of Local Government Legislation in the implementation of Local Economic Development in uThukela District Municipality.

Matrix 5.4.4.3: Role of the Municipal Stakeholders in the Implementation of Local Economic Development in uThukela District Municipality.

Matrix 5.4.4.4: Challenges and Constraints Experienced by uThukela District in the Implementation of local Economic Strategy.

Matrix 5.4.4.5: Processes and Procedures of Local economic Development Implementation in uThukela District Municipality.

Matrix 5.4.4.6: Commitment of uThukela District Municipality towards Promotion of Socio-economic Development.

Matrix 5.4.4.7: Impact of Existing LED Projects in uThukela District Municipality on Livelihoods of Locals.

Chapter One

Introduction and Overview of the Study

1.1 Introduction

The process of local government restructuring and transforming in South Africa in the post 1994 era resulted in the allocation of new responsibilities to the municipalities. Amongst these responsibilities is the role of boosting socio-economic profiles of the local communities through Local Economic Development (LED), in order to alleviate inequalities, poverty, and unemployment. Against this background, this study assessed the processes that are utilised by local government to implement LED policies and strategies, with specific reference to uThukela District Municipality in the Province of KwaZulu-Natal (KZN). This introductory chapter presents the overview of the study, focusing on the problem statement, research background, outlines of the research objectives, key questions, as well as research methodology. It concludes with the ethical considerations that were observed in conducting the study.

1.2 Research Background

Economic restructuring and emancipation for the previously marginalised citizens became the principal objective of the newly elected government under the democratic dispensation in 1994 (Meyer, 2014:18). For this reason, the government introduced various initiatives for economic planning, including LED. By definition, LED is understood as a globally recognised economic development strategy in which municipalities are required to utilise every available resource, in order to harness economic profiles of their communities (Rodriguez-Pose, 2013:331). The general aim of LED is to alleviate poverty levels and assist local citizens to generate self-employment opportunities (Reddy and Wallis, 2012:16). To this end, LED has been widely adopted by many countries at a global scale as a strategy to coordinate the socio-economic development efforts at local levels, with the view to improve the living standards of the citizens. As noted by Meyer (2014:21), many stakeholders ranging from academics to development practitioners, have since acknowledged the fact that sustainable development can only be ushered in a more comprehensive manner through LED. Therefore, attempts to deliver integrated and holistic interventions in all aspects relating to economy, society, welfare, and environment, should be prioritised to benefit poor communities.

In the current context of uncertainties in formal employment establishments globally, LED initiatives remain a critical aspect that should be prioritised by all government sectors for citizens to be self-sufficient in terms of employment creation. However, despite the findings of the study conducted by the Institute of Economic Affairs in Kenya in 2018, LED theory does not match its practice in many countries. These findings are informed by the fact that there is no universal approach to LED implementation; instead, countries of the world rely on country-specific remedies for poverty alleviation (Institute for Economic Affairs, 2018:264).

At the core of the implementation of LED programmes and projects, are local authorities or municipalities, whose role is that of not only providing social services within their areas, but also engaging in economic planning and local area development. This is in line with the three main roles of local government, which are: to promote the values of liberty, participation, and efficiency, as opined by Bekker and Jeffrey (1989:1), as cited in Maharaj (1997:261). However, it has to be noted that the role of local government and municipalities has generally transformed, especially in developing countries, due to political and economic dynamics. Thus, this transformation gives context to the role of municipalities in the implementation of LED initiatives, as well dealing with the challenges they face in the process.

In South Africa, the government has a long and interesting history in the transformation of local government. After the first democratic elections in 1994, the country had to facilitate a reconciliation process and ensure that past socio-economic imbalances are addressed adequately (Reddy, 1999). Policies and legislation enacted during the apartheid regime were repealed and reviewed, as guided by the South African Constitution. In this process, the Constitution of the Republic of South Africa was adopted in 1996, which also has provisions for developing local economy (Jefferey and Bekker, 1999:202).

With the post-apartheid establishment, LED was ignited by the desire to steer pro-poor growth that would ensure equal opportunities for all, poverty reduction, and address of inequalities. This was a key necessity for the democratic government since many South African municipalities were characterised by service delivery backlogs in human settlements, water, sanitation, and energy after the demise of apartheid rule. The introduction of the LED component in municipalities was thought to be desirable to facilitate the implementation of pro-poor policies and creation of employment opportunities.

Other than the Constitution (RSA, 1996), several legislations and policy frameworks were put in place as South Africa debated the formulation of an LED policy framework. These included the White Paper on Local Government of 1998, Local Government: Municipal Systems Act 32 of 2000, and the Integrated Development Planning Policy Paper of 2000. Later, the LED Guidelines to Institutional Arrangements were promulgated in 2000, and the Policy Guidelines for implementing LED in South Africa were formulated in 2005. The National Framework for Local Economic Development (LED) in South Africa (2006-2011) was formulated to provide a framework for all the spheres of government and relevant stakeholders to implement LED in the country effectively. These laws, policies, and guidelines complement each other for effective LED implementation. For instance, the Local Government Municipal Systems Act 32 of 2000 instructs municipal councils across the country to adopt a single, inclusive, and strategic plan for their development of the municipality within a prescribed period after the local government elections. In addition, Koma (2014:41) emphasises that municipalities, in terms of the Municipal Systems Act of 2000, develop the Integrated Development Plan (IDP) which highlight the broader development priorities and objectives of each municipal council. Of significance about the IDP is that the LED is embodied as a comprehensive socio-economic strategy of municipalities.

1.3 Problem Statement

South Africa is one of the most unequal nations, having the worst Gini coefficient, with half the population living in poverty on just 11% of national income (Rawson Property Group, 2019:63). In addition, its settlements' patterns are deeply divided, often with a physical 'buffer zone' between racial and economic groups. Whereas townships and rural areas have weak tax bases, white suburbs generate substantial revenue through commercial property rates and other levies (Sherer, 2013; Nattrass and Seekings, 2016; and Ozler, 2019). The South African unemployment rate was rated very high in 2019 as it was ranked amongst the highest in the world with the unemployment rate of 29.1% (Statistics, South Africa, 2019).

Whilst LED has been adopted as a policy framework to address the above-mentioned challenges, there appears to be many inefficiencies affecting the effective implementation of LED in most municipalities in South Africa. This is evidenced by slow transformation of communities and widespread poverty, unemployment and socio-economic ills, that continue to affect lives of citizens. Whilst it is acknowledged that there are other factors contributing to poverty, unemployment, and inequality in South Africa, it cannot be disputed that if LED

initiatives were implemented as intended, a huge portion of the South African population would have been rescued out of poverty and unemployment. For instance, according to StatsSA (2017) there was a recorded decline of poverty prevalence between 2003 and 2007. This was the period where municipalities were formulating LED initiatives actively and searching for strategies to boost their economic profiles. Poverty levels started to rise in South Africa since the global economic depression in 2008/2009. It was reported that 55,5 % of the South African population was poor in 2005, as compared to 58.8 % in the year 2015 (StatsSA, 2018).

As for the final quarter of 2017, StatsSA (2018) reports indicated that unemployment in South Africa stood at 26,7%. All this points to challenges relating to policy implementation, especially policies such as LED that are meant to uplift the livelihoods of the citizens in their localities. As a result of the failure of LED to deliver intended goals and objectives fully, many authors have presented different explanations to that effect.

According to SALGA (2010:25-26) surveys have consistently shown that most of the smaller municipalities do not have a designated councillor responsible for effective coordination of LED Programme or, in most instances, the component is under-capacitated, and not strategically placed in a smaller or rural municipality. The divergence between actual development in cities and rural areas makes universal LED development and implementation difficult. Furthermore Koma (2014:44) reported that skills development and lack of entrepreneurship culture are not integrated into LED programmes effectively in most South African municipalities. The National Development Framework for LED (2006:15) shows that problems facing efficient implementation of LED programs includes state responsiveness, poor management, fraud and corruption, lack of integration, poor coordination of stakeholders and weak Monitoring and Evaluation (M&E) systems.

There is a serious challenge of human and financial resource constraints in the rural municipalities such as uThukela District which attributes to their failure to implement LED programmes and projects. The Municipal IQ and Data Intelligence (2016:3) argued that some municipalities, due to their location in the rural areas, have no capacity to implement IDP. On the other hand, Tshiyoyo and Koma (2011:127) insisted that some small towns and rural municipalities need to be released from the complexities of the Integrated Development Planning (IDP) that far surpassed their capacity. Instead, the best practices should be explored to assist municipalities. Other challenges have been identified as emanating from deficiencies in funding and lack of skills especially in rural municipalities like uThukela District

Municipality as one rural municipality which coordinates three other rural municipalities, namely Alfred Duma, Okhahlamba and Inkosi Langalibalele Local Municipalities.

According to Korna (2014:42-43) and Nthekeleng (2014:152-153) coordination process involves convening stakeholder meetings and forums to discuss progress and challenges in LED projects, facilitating capacity development initiatives, providing direction in the implementation of LED projects, and linking LED with IDPs and Service Delivery Implementation Budgeting Plan (SDBIP). This means people should be given a space or platform to raise their views about their personal economic development.

Most of the municipalities located in rural areas have their own peculiar challenges when it comes to the implementation of LED (Nthekeleng, 2014:154). The failure of municipalities implementing LED has a serious impact on the growth of the economy. Further, the impact of this is felt differently by the various stakeholders, including local communities in local government (Van der Walddt, et al, 2014:157). Some of these stakeholders are citizens, businesses, private sector, youth, and Non-Governmental Organizations (NGOs), among others. Thus, by focussing on a specific rural district municipality, uThukela District Municipality, the findings of the study may be generalised in order to get an insight of how local government implements LED policies, programmes and projects. The principal aim and objectives of the study are outlined below:

1.4 Research Aim and Objectives

The main aim of this study was to assess the implementation of LED in rural municipalities using uThukela District Municipality as a local case study. To achieve this aim, the following objectives were set:

1.5 Research Objectives

In line with the principal aim of the study, the objectives of the study were listed as follows:

- To assess the role of local government in general, and uThukela District Municipality in particular, in the planning and implementation of LED initiatives.
- To examine the extent to which uThukela District Municipality aligns its economic development operations with local government legislative framework and other provincial and national imperatives on economic development.

- To critique the role played by municipal external stakeholders, including private and business sectors, in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality.
- To investigate the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes.
- To suggest recommendations on how South African rural Municipalities in general and uThukela District Municipality in particular, can enhance the implementation of their LED programmes.

The key research questions that guided this study are outlined below:

1.6 Research Questions

The research questions that guided the study were structured as follows:

- How does local government in general, and uThukela District Municipality in particular, execute its roles in the planning and implementation of LED initiatives?
- To what extent does uThukela District Municipality align its economic development operations with local government legislative framework and other provincial and national imperatives on economic development?
- What is the role played by municipal external stakeholders, including private and business sectors, in developing capacity for LED implementation in local government, with specific reference to uThukela District Municipality?
- What are the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes?
- What are the recommendations that can be suggested to improve LED implementation in the South African rural Municipalities in general and uThukela District in particular?

The significance and contribution of this research into the body of knowledge in the fields of local government and LED are discussed below:

1.7 Significance and Contributions of the Study

Maillard (2013:1) describes the significance of the study as the process whereby the researcher reflects on the extent the value the study will make in terms of contributing to the body of knowledge. The South African government is driven by a vision to reverse the imbalances that were created by the apartheid legacy and empower citizens with socio-economic opportunities. This vision is enshrined in Chapter 7 of the 1996 Constitution, in which local government is

mandated to utilise its scarce resources in a manner that improves the socio-economic conditions for indigent communities. Attaining socio-economic goals for local communities will also imply the successful implementation of the NDP vision 2030 which is designed specifically to alleviate poverty, unemployment, and inequalities. It is assumed that the study will assist local government and other government institutions to improve their efficiency in the management of economic development policies. Furthermore, the knowledge contained in this thesis is critical to educate citizens about the need to prioritise their own livelihood strategies and self-employment activities, instead of relying on the formal employment establishments which are unreliable and unsustainable.

This study is designed to contribute to the expertise of economic development in local government, and to contribute to more policy formulation for the acceleration of economic opportunities to indigent communities. While there are many studies that deal with LED implementation in local government, there is a dearth of knowledge on how the implementation process should be conducted. For this reason, this study served as a blue-print for LED implementation and co-ordination in local government. In other words, it adopted a more comprehensive approach that brings together academic research and practitioners' expertise from international, regional, national, and local contexts. The findings and recommendations of this study will serve as a catalyst towards restructuring and innovating LED initiatives in local government.

1.8 Preliminary Literature Review

According to Maree (2016:6) it is fundamentally important to begin research investigation by reading literature, in order to formulate research problems, design research objectives, and question of the study; and further clarifies the importance of preliminary literature review, which is to identify gaps in previous studies on the same topic. Saunders (2009:270), concurred with other authors on the importance of reviewing the literature in order to identify the gaps which will ultimately serve as a baseline for the new study being conducted. Du Plooy-Cilliers (2014:101) defined literature review as a process of searching for new information, evaluating and summarising previous works that link directly or indirectly to the research topic.

In the case of this study, the review of literature provided pertinent information on LED case studies that exist at global, regional, national, and local domains. Most importantly, it established an understanding of the processes that are undertaken by municipalities in their endeavours to curb poverty and the myriad of social ills. The literature of this study was also

guided by White's (2014:2) assertion that in any research, the literature should serve as the researcher's guide on what is written by different authors so that the current research does not repeat what has already written by other authors, but identifies gaps in the previous studies. The sections below focus on the critical analysis of LED in the global, regional, national, and local contexts.

1.8.1 Conceptualisation of Local Economic Development

Economists, researchers, and academics have defined the concept of LED in many different ways, but the common understanding in those definitions is that the purpose of LED is to boost living conditions for the poor. For instance, Blakely, (1994:9, Nel 2001:1) conceptualises LED as an activity in which municipalities and their stakeholders explore various arenas for the purpose of creating employment or job opportunities in order to improve the standard of living for underprivileged citizens. Similar to this conceptualisation, Rogerson (2011:862) explains LED as a local approach enabling local people to understand the economy, to be able to recognise their needs, organise resources internally and externally and be able to take actions collectively that would improve the local economy to a point where it realises its full potential. For this to happen, municipalities should be capacitated and supported with resources as they are essential for LED implementation. Meyer (2014:5) highlighted that in South Africa LED is more concerned with the creation of vigorous and wide-ranging but co-operative local economies that are able to exploit local opportunities and address the needs of the locals.

In addition, Koma (2014:40) recognised that LED acts as an important strategy focusing on boosting the local economy in order to readdress the concerns regarding the excessively high rates of poverty, unemployment, and inequalities that face the majority of the South African population. More importantly, LED seeks to guarantee global competitiveness and the incorporation of the South African economy for the delivery of social services such as water, sanitation, housing, electricity, recreational facilities, health services, roads, among others, whilst they are also in charge of formulating by-laws, local area taxation, and development (Reddy, 2014). Having understood the Constitution of the Republic of South Africa (1996) in conjunction with Reddy (2014) it becomes evident that local government is an important sphere of government directed at the empowerment of the local people, wherein LED is a key indicator.

While many studies, including those of Reddy and Wallis (2012), Rogerson, (2011), Rodriguez and Tijmstra (2012) identify the myriad of LED strategies at the global, regional, and local

levels, none of these studies concentrates on the implementation aspects of those LED strategies. For this reason, there is a huge gap between the theoretical knowledge and the actual practice of LED. It was therefore the intention of this study to share practical knowledge that may assist municipalities in their endeavours for LED implementation. The theoretical framework that guided the study (as discussed below) is aligned with the scope of literature for this study in that they further expounded processes or stages that should be undertaken by municipality towards the creation of economic viable communities.

1.9 Theoretical Framework

Theories in research serve to explain, rationalise, and enhance the understanding of a particular phenomenon, and in many instances are formulated to extend the existing knowledge of the subject through critical assumptions (Regoniel, 2010:204). Similar to this assertion, Du Plooy-Cillers *et al.*, (2014:55) explain that theories represent the set of interrelated philosophical propositions, perceptions and ideas that explain and predict the relations between the variables of the study. For the purpose of this study, the Linear Stages and Structural Change Economic theories were applied. This was necessary to establish their contributions in alleviating poverty in the underdeveloped and developing nations. Most importantly, these theories were reviewed in this study in order to ascertain the lessons that can be learnt by uThukela District municipality in its endeavours to create employment and business opportunities for its residents. The relevancy of the type of theoretical framework for this study is also captured by Regoniel, (2010:208), who pointed out that the task to develop and sustain economic development in the poor nations should follow sequential stages as proposed by Rostow. Furthermore, Rostow's philosophy of economic development was deemed necessary in achieving the objectives of the study that seek to advise local government about the logical framework that should be implemented to fulfil its socio-economic development mandate.

There is a general perception that is held by many stakeholders that the lack of proper planning affects the ability of municipalities to implement LED. For this reason, the theoretical framework for this study resonated that sustaining economic growth is not a once-off event, but a continuous process that needs efficient planning, active consultation, and effective use of scarce municipal resources. The detailed discussion of the theoretical framework is covered in chapter three of this study.

1.10 Research Design and Methodology

Research methodology and design are critical in any research activity to answer the research questions and to address the research problem. Research methodology is defined by Creswell (2009:101) as a systematic procedure to address the research objectives and to respond to the research problem identified in the study. It is a technique and a blueprint that explains how the study will be carried out to its completion (Yin, 2009:58). Research methodology is also defined by Chinnathambi (2012:7) as the science by which knowledge is produced. Du Plooy-Cilliers *et al.*, (2014:204) state that there are three types of research methodologies that can be used in research. These are qualitative, quantitative, and mixed methodologies.

Qualitative research is defined as a process of getting in-depth understanding of the study (Maree (2016:72). It involves open discussions in the form of interviews between the researcher and respondents. Henning (2012:202) explain that qualitative methodology is important for, *inter alia*, the following reasons:

- Data collection in qualitative methodology is based on human real-life scenarios and observations.
- Qualitative samples are relatively smaller which saves time and costs.
- Researchers are flexible to apply their creativity with data collected through qualitative methods.
- Qualitative data allows for the generalisation of data for drawing conclusions.
- Open-ended discussions between researchers and respondents in qualitative methodology ensure in-depth interrogation of the phenomena being investigated in the study.

Quantitative research is defined as a process of collecting data using some form of numerically or statistics from the selected subgroup of population with the purpose of reaching conclusions about the phenomena being investigated in the study (Maree, 2016:162). Maree further explains the designs of research using the quantitative method and those are experimental and non-experimental.

Mixed methods are defined as a combination of qualitative and quantitative research methods in a single study (Du Plooy-Cilliers, 2014:229). Researchers also advise that it is of paramount important to use mixed methods if the study seeks to reveal an in-depth information and documented evidence about a particular phenomenon.

Due to the descriptive and explorative nature of this study, qualitative research methodology was used in order to get an in-depth understanding of the processes that are utilised by local government to implement LED strategy and policies for poverty alleviation. In this regard, a case study analysis of uThukela District municipalities was adopted. Through qualitative interviews, municipal officials were afforded an opportunity to express their opinions. Other processes that are concomitant with qualitative research methodology are broadly discussed in chapter four of this thesis.

1.11 Research Design

It is important for this study to use the correct design so that it may produce accurate recommendation about the implementation of LED initiatives in local government. According to Kumar (2011:396) cited in Du Plooy-Cilliers (2014:93) research design is a procedural plan adopted by the study to answer research questions. For this study, the case study method was used, focussing on the LED implementation processes of uThukela District Municipality.

1.11.1 Research Paradigms

According Bryman (2012:630) Paradigms are defined or described as “clusters of beliefs and dictates which influence what should be studied, how research should be done in a particular discipline, and how results should be interpreted”. Furthermore, Du Plooy-Cilliers (2014:19) opined that there are three dominant research paradigms which are: positivism, interpretivist, and critical realism or constructionist. This study was guided by the interpretivism research philosophy which is broadly discussed in chapter four of the current thesis.

1.11.2 Sampling Methods

Maree (2016:192) defines sampling as a process of selecting a few elements of the population of the study since the researcher cannot interview the entire population. Du Plooy-Cilliers (2014:134) concurs with Maree (2016) that sampling is a process of identifying elements or population that need to be researched or interviews for the purpose of generating findings as per identified research problem. Furthermore, Kothari (2005) defines sampling as the subset for the population of the study. There are two methods of sampling, namely probability and non-probability sampling.

1.11.2.1 Probability Sampling Method

Saunders, Lewis and Thornhill (2009:214) define probability sampling as a most common sampling technique associated with survey-based research in which the researcher makes inferences about the population in order to answer the research objectives and questions.

1.11.2.2 Non-Probability Sampling Method

Maree (2016:197) explains non-probability as a sampling technique where the probability of any member of the population being selected for a sample cannot be guaranteed. For this study, the researcher employed the non-probability purposive sampling method to select participants for inclusion in the study.

1.12 Target Population

Rensburg, (2010: 61) defines sample as a subset of the population and the key informants who assist researchers with required data to draw conclusions for studies. A sample for this study was drawn from uThukela District Municipality, consisting of key role players as far as LED implementation is concerned. The sample of the study included a total of 16 municipal officials and municipal stakeholders who are indicated in the table below:

Table 1.1: Target Population for the Study

Research Participants	Number of participants
Municipal Manager	1
LED Manager	1
IDP Manager	1
Public Participation manager	1
Ward Councillors	4
Ward Committee Members	4
Emerging Entrepreneurs	4

Source: Researcher's Diagram (2019)

1.13 Data Collection Methods

The study adopted qualitative research methodology, in which structured and semi-structured interviews were used to solicit data from the municipal officials, emerging entrepreneurs, and municipal stakeholders of uThukela District.

1.14 Data Quality Control

The data collection instruments were tested as a pilot study to ensure that those instruments (interview schedules) produce accurate results. The pilot study was done at Alfred Duma Local Municipality which is under uThukela District Local Municipality. According to Johnson, Onwuegbuzie and Turner (2009:168-169) pilot study is a pre-study that is conducted by the researcher before to test instruments for a full study. As part of the pilot study, the researcher interviewed senior municipal officials who are closely associated with LED implementation.

1.14.1 Trustworthiness of Data

Du Plooy-Cilliers (2014:253) described trustworthiness as one tool which is important to ensure that the findings of the researchers are trustable. The study employed the trustworthiness of the qualitative data, credibility, transferability, dependability, and confirmability. Credibility was achieved by collecting in-depth interview from the senior managers, councillors, and emerging entrepreneurs at uThukela District Local Municipality.

1.15 Study Site

The site of the study was uThukela District Municipality. This municipality is located on the western boundary of KZN Province, and is classified by Local Government as: Municipal Structures Act 117 of 1998 as a category C municipality. It comprises of three local municipalities, namely, Alfred Duma Local Municipality, Inkosi Langalibalele Local Municipality, and uKhahlamba Local Municipality. The Municipality covers an area of 11 134 km² and a total population of 723 844 residents (uThukela District Municipality, 2017). The municipality has nine cities and towns namely Ladysmith, Colenso, Bergville, Weenen, Cathkin Park, Winterton, Van Reenen, Bergville and Estcourt.

1.16 Data Analysis

Creswell (2007), define data analysis as a systematic process of evaluating the collected data using analytical and logical reasoning to examine all the components to the provided data. This form of analysis is one of the many steps that researchers may use when conducting a qualitative study. Newman (2007) also explains data analysis as is a process of inspecting, simplifying, transforming, and modelling data in order to discover useful information to draw conclusions as per the identified problem statement in the study. Owing to the methodological approach (qualitative methodology) that was employed in this study, thematic analysis was deemed relevant as a data analysis procedure.

1.16.1 Thematic Data Analysis

Thematic analysis was used in this study to analyse data collected through structured and unstructured interviews with the municipal officials of uThukela District Municipality. According to Braun and Clarke (2006:400), as cited in Vaismoradi, Turunen and Bondas (2013), thematic analysis is a method for identifying, analysing and reporting patterns (themes) within data which provides core skills to researchers for conducting many other forms of qualitative analysis.

Teddlie and Tashakkori (2008:209) explain that thematic analysis starts with transcribing the collected data and listing “patterns of experiences” through paraphrasing quotes and sifting common ideas. It is important that the researcher build valid arguments for choosing themes so that the reader can follow the sequence of the interviewee and interviewer (Aronson, 1995:3). Hully, Cummings, Brawner, Grady and Newman (2013) identify the following steps as necessary in conducting thematic analysis:

- familiarising yourself with the collected data;
- generating initial codes;
- searching themes;
- reviewing themes;
- defining and naming themes; and
- producing the research report.

The above-mentioned steps were essential in guiding the researcher of the current study towards analysing, simplifying, and categorising data patterns. As such, the data is meticulously presented in specific thematic areas in chapter five of the current thesis.

1.17 Ethical Considerations

Marce (2016:44) explains the importance of ensuring that research participants in the study are protected at all levels. Du Plooy-Cilliers (2014:263) further reiterate the importance of safeguarding the integrity of participants and the institution in which research will be conducted. Saunders (2009:189-190) reiterates that ethical issues should be planned from the beginning of the process of collecting data. Since the study was conducted at uThukela District Municipality, the researcher of this study attained the approval letter from the office of the Municipal Manager. In addition, the University of KwaZulu-Natal (UKZN) granted the ethical approval

for the research. The ethical considerations which guided the researcher in collecting data for this study are broadly discussed in chapter four of this study.

1.18 Limitations of the study

The results of the study were limited to uThukela District Municipality as one of the rural district municipalities in the KZN Province. The same findings may also be relevant to other rural district municipalities that share more or less similar features with uThukela District Municipality. A limitation of this study maybe that, whilst the research findings are very relevant to other municipalities in South Africa, their application and relevance may be affected by the fact that uThukela District Municipality has a unique socio-economic and political background and realities which may limit the application of the study to other municipalities as they face their own unique challenges.

1.19 Chapter Outlines

The study is structured into six chapters which are presented as follows:

Chapter One: introduced the study by outlining the research problem and articulating the background of LED from the global, regional, and South African contexts. The chapter also outlines research questions and objectives which are addressed through the study.

Chapter Two: dealt with the evolvement of new local government systems and structures which emerged under the democratic dispensation since 1994. In this dispensation, local government is viewed as a third and independent sphere of government that should prioritised service delivery and other developmental outcomes for local communities, including LED.

Chapter Three: provided a broad overview of how uThukela District Municipality fulfils its constitutional mandate towards LED implementation. More specifically, the chapter provides a detailed account of LED programmes in the municipality and the ability of the municipality to align its LED policies with socio-economic initiatives of the national and provincial governments. The chapter concludes with the exploration of the theoretical framework that is concomitant with the focus of the current study.

Chapter Four: presented the research design and research methodology that was utilised in this study in order to draw conclusions and to submit recommendations. Due to the descriptive and exploratory nature of the study, qualitative methodology was used.

Chapter Five: presented the data that was collected through qualitative methodology. The analysis and interpretation of the results were also presented in this chapter. In line with the methodological approach of the study (qualitative methods) the findings were presented through thematic analysis which discussed several themes that emerged in the data.

Chapter Six: summarised the research objectives and questions outlined in the first chapter of this dissertation. It presented a brief overview of all chapters of the study, and provided practical recommendations for the areas that need immediate attention towards improving LED implementation in the entire local government sphere and more specifically in uThukela District Municipality.

1.20 Chapter Summary

This chapter introduced the locus and focus of the study and presented the research problem which was investigated throughout the study. The problem statement, research background, research objectives, and key questions that guided the study are outlined. The Chapter further presented the justification and rationale of the study. The section on preliminary literature review focussed on key issues pertaining to LED implementation from the global, regional, and local contexts. The chapter concluded with the methodological approach of the study as well as the ethical considerations that were observed in collecting data. A detailed presentation of literature review is presented in the next chapter.

Chapter Two

Local Government Restructuring and Transformation in South Africa with Specific Reference to uThukela District Municipality

2.1 Introduction

Local government in South Africa dates back to the colonial and apartheid regimes. During these periods, municipal operations were influenced mainly by racial agendas that segregated communities according to their race and type of services that were delivered to them. There were no comprehensive plans for economic development. Subsequently, massive unemployment, poverty, and inequalities became common trends for non-white communities. With the introduction of the democratic order in 1994, the newly elected government prioritised the restructuring and transformation of local government in order to give effect to the revised service delivery mandate in local government. The ensuing discussion began with the conceptualisation of local government and proceeded to unearth the historical background of the apartheid local government in South Africa. The chapter concludes with the overview of various systems and legislative frameworks that have been introduced in the post-apartheid era in order to improve the democratic processes in local government.

2.2. Definition of Key Terms

For ease of understanding, the discussions below focus on the terminology that is applicable widely in local government.

2.2.1 Developmental Local Government: refers to the local government system that is dedicated to improving socio economic lives of the local populace, thus assisting them to attain quality of life (Van der Waldt 2014:37).

2.2.2 Integrated Development Planning: refers to local government's five-year strategic framework that indicates an overall plan for community development and service delivery priorities (Reddy, 2016:12). The key development aspects such as LED, public participation, and municipal financial viability are clearly stated in the municipal Integrated Development Plan.

2.2.3 Local Economic Development: there are many definitions attached to the concept of LED. It is an economic outcome-based approach that is used by the underdeveloped and

developing nations to improve their socio-economic conditions through the creation of employment and entrepreneurial opportunities in order to escape poverty, unemployment, and inequalities (Rodríguez-Pose, 2014:128).

2.2.4 Local Government: many countries in the world define local government differently depending on their peculiar contexts and expectations for local government operations. In the South African context, local government refers to the administration of local communities by community representatives who are elected by citizens residing in those communities (Raga 2016:12).

2.2.5 Public Participation: the official definition of public participation originated from the World Bank (1993)'s conceptualisation stating that it can be any process that directly engages the public in decision-making and gives full consideration to public input in making that decision.

2.2.6 Local Community refers "to the social unit (a group of living things) with commonality such as norms, religion, values, customs, or identity in which they share a sense of place situated in a given geographical area" (Oxford English Dictionary: 1998:381).

2.2.7 Municipality: in constitutional and modern societies, the concept of 'municipality' refers to the social institution that is governed by community leaders who are elected through referendums in which they possess limited legislative and statutory powers, and executing service delivery functions to the communities.

2.2.8 Small, Medium and Micro Enterprises (SMMEs): according to Rogerson, (2015:23) these are economic development strategies that are established by the unemployed citizens in their respective communities in order to create self-employment opportunities through entrepreneurial activities. Blakely (2010) explained that "SMMEs are small in nature - either in terms of the number of (a) employees - 10 persons for 'small' to 200 persons for 'medium', depending on the country's laws, (b) capital and assets - limited working capital and assets, and (c) turnover - the overall turnover of the enterprise is small, compared to larger businesses". In local municipalities such as uThukela, the business adventures are usually owned privately.

2.3 Apartheid Local Government in South Africa from 1948 to 1993

Local government operations in the South African context were in existence during the colonial and apartheid periods. Due to the politicisation of the governance operations during these periods, local government played a controversial role to provide community services through

segregated and discriminatory approaches (Bekker and Jefferey, 1989:63). Cloete (2007:88) shared the above view and stated that "racial segregation, the influx control of Blacks in urban areas and disenfranchisement of certain racial groups characterised the history of local government during the apartheid era (1948 – 1993)". It is clear from the assertion of many authors that apartheid local government in South Africa was the instrument that was used to segregate citizens according to their cultural and racial backgrounds. It is against this background that the newly elected government in 1994 prioritised local government restructuring and transformation in order to remove racial stigmatisation in local government and to promote service delivery equality for all citizens (Moyo, 2002:17). The impact of apartheid local government is also articulated by Tylor (2010:34-35) who postulated that the local government system carried out the mandate of providing social services to the White minorities and excluded the majority of Black South African citizens in making decisions that concern their general welfare and livelihoods. This was due to the racial policy of the Apartheid administration which ultimately ensured that service delivery and local area developments were skewed in favour of the White communities and marginalised the Non-Whites from equal participation in the economy and policy decision-making processes of their communities.

2.3.1 Interim Measures for Local Government Transformation in the 1990s

Owing to the challenges that were attributed by apartheid on the local community lives for the majority of the Non-White communities, the civil society organisations has since the mid-1980s advocated for various mechanisms for transforming local government operations (De Waal Currie Erasmus, 2001). Other authors, including Atkinson (Thornhill, 2012:53) postulated that local government challenges of the apartheid era were mainly focussed on the macro-level and ignored how these challenges affected community lives in their specific localities. In the first attempt to restructure local government, the Interim Measures (IMA) for Local Government was promulgated as Act 128 of 1991. Its rationale was to spearhead negotiation processes between White Local Authorities (WLA) and Black Local Authorities (BLA), and civic movements with the purpose of building a progressive South Africa, with a non-racial local government system (Maharaj, 2007:264). However, the African National Congress (ANC) rejected the IMA in January 1992 on the basis that it was not part of the local authorities and the Act had flaws. The National Party (NP) agreed that the IMA should be reviewed and focus on the holistic approach for the formulation of new local government structures (Maharaj, 2007:265).

2.3.2 Local Government Negotiating Forums

The Local Government Negotiating Forums (LGNF) was established in March 1993 by statutory and non-statutory bodies, with the purpose to drive the process of South African local government restructuring and transformation. There were many other organisations who did not form part of the LGNF that played critical a role in the negotiation process, including the South African Civics Organisation (SANCO), UDF, and other civic organisations. Maharaj (2007:265) argued that The LGNF further developed the following proposals for interim local government structures:

- The demolishing of racially based councils,
- The appointment of the interim non-racial councils to oversee the finances and administration of the resources of the council;
- The development of a programme to address imbalances and apartheid service delivery backlogs.

According to Scheepers (1998:12) there were critical matters that were not taken into consideration during the negotiation forums, for instance the gender imbalances in local government which implied the lack of women participants in the LGNF. Scheepers (1998) further exposes that the LGNF's mission statement, included "non-sexism" in local government affairs. However, this did not find expression to the then local government system. Whilst this matter was raised during the 1990s it is still a challenge that requires immediate attention under the current democratic dispensation. Women participation in local government is still limited, especially in the rural areas that are dominated by the patriarchal system.

2.3.3 Government Transition Act 209 of 1993

The Local Government Transition Act (LGTA) 209 of 1993 was promulgated by the then government on the 20th January 1994, with the purpose of reviewing the interim procedures to promote transformation in local government. Many processes unfolded as the NP agreed to the flaws of the IMA and recommended its review for consistency and accuracy purposes (Maharaj, 2007:266). The LGTA was introduced to address challenges that were identified by LGNF during the negotiations process in order to address inequalities, and economic and structural problems in local government (Khan, 1995:38-39). Furthermore, Maharaj (2007:267-268), noted the under-mentioned challenges that were encountered during the implementation stage of LGTA:

- The refusal by main parties to negotiate in the interim structures.
- The resistance by staff in local government to participate in the restructuring process.
- To escalation of township boycotts and backlogs in the supply and maintenance of bulk infrastructure, and
- Lack of knowledge and experience in the appointed interim members.

Despite the above-mentioned challenges, the LGTA became a significant milestone in terms of driving the transformation and restructuring of local government in South Africa. Maharaj (2007:261) further outlines and explains the following process for local government transformation:

Pre-Interim Phase: this phase introduced new legislation of local government and recommendation of the appointments of local councils. The appointment of the council was composed of statutory and non-statutory bodies and they shared a 50/50 membership.

Interim Phase: it is the phase that was introduced during the first phase of democratic local government elections and the development of new local government legislative and policy framework after the emergence of a democratic government in 1994.

New Democratic Councils Phase: this phase commenced with the promulgation of fully-fledged democratic local government policies as a final stage towards the transformation of the South African public service.

To this end, the South African local government is compliant with the best international principles which seek to promote inclusivity in local government planning and guaranteed equal services to the local communities irrespective of race, political affiliation, cultural backgrounds, and sexual orientations. These principles are outlined by Scott (2008:12) as follows:

- **Inclusive Planning:** The planning and design of a public engagement process includes input from appropriate local officials as well as from members of intended participant communities.
- **Transparency:** There is clarity and transparency about public engagement process sponsorship, purpose, design, and how decision makers will use the process results.
- **Authentic Intent:** A primary purpose of the public engagement process is to generate public views and ideas to help shape local government action or policy, rather than to persuade residents to accept a decision that has already been made.

- **Breadth of Participation:** The public engagement process includes people and viewpoints that are broadly reflective of the local agency's population of affected residents.
- **Informed Participation:** Participants in the public engagement process have information and/or access to expertise consistent with the work that sponsors and conveners ask them to do.
- **Accessible Participation:** Public engagement processes are broadly accessible in terms of location, time, and language, and support the engagement of residents with disabilities.
- **Appropriate Process:** The public engagement process utilizes one or more discussion formats that are responsive to the needs of identified participant groups, and encourages full, authentic, effective, and equitable participation, consistent with process purposes. This may include relationships with existing community forums.
- **Authentic Use of Information Received:** The ideas, preferences, and/or recommendations contributed by the public are documented and considered by decision makers seriously.
- **Feedback to Participants:** Local officials communicate ultimate decisions back to process participants and the broader public, with a description of how the public input was considered and used.
- **Evaluation:** Sponsors and participants evaluate each public engagement process with the collected feedback and learning shared broadly and applied to future engagement efforts.

A broad overview of the current South African democratic local government system is covered in the ensuing discussions.

2.4 Local Government in the Post-Apartheid Era in South Africa

In the post-apartheid era, the South African local government has undergone major political and socio-economic transformations that aimed to improve inclusive service delivery mandate for benefiting communities, regardless of their racial, cultural, and political backgrounds (Reddy, 1999:67). The structure and operations of local government had to change in order to give effect to the new democratic processes (Reddy, 1999:67). Moreover, the legislative and policy framework had to be instituted to direct and regulate local government functions. The legislative and policy framework of local government is discussed below.

2.4.1 Constitution of the Republic of South Africa (1996)

The South African Constitution is heralded as a supreme law of the country that serves as a framework for many government policies that operate in the 3 spheres of government and other public institutions and entities (Public Service Commission, 2015:76). Furthermore, Reddy (1996:104) postulated that local government in the post-apartheid era had to be transformed in compliance with the new constitutional imperatives that promote good governance and the engagement of various stakeholders in service delivery planning and community development. Vyas-Doorgapersad, Radebe, and Grobler, (2008:82) resonated that Chapter 7 in Section 152 of the Constitution (1996), explicitly stipulates local government's commitment towards efficient and effective service delivery through endorsing the following objectives:

- Facilitation of sustainable services that benefit all South African citizens.
- Promotion of democratic and accountable governance systems for local communities.
- Prioritisation of socio-economic opportunities so that local citizens may attain their aspirations.
- Adherence to safe and healthy living conditions for local citizens, and
- Promotion of the culture of citizens engagement in development planning, policy formulation, and implementation processes.

Despite many institutional challenges confronting local government, municipalities are actively striving to achieve the above-mentioned objectives and concerted efforts are being made to ensure that the visions for service delivery and local democracy are not compromised. Furthermore, Reddy and Shembe (2016:37) explained the 1996 Constitution as giving direction to many local government operations that require this sphere of government to design a performance management system as an instrument to strengthen the service delivery mandate.

2.4.2 White Paper on Local Government (1998)

The White Paper on Local Government (WPLG) 1998 envisages municipalities as critical institutions to fulfil the vision for non-racial, non-discriminatory and progressive communities. For this reason, it coined the concept of 'Developmental Local Government', purporting that the comprehensive socio-economic development vision at community levels may be possible when municipalities are committed to mobilise all citizens and community organisations in their respective communities towards working for a common purpose of improving the standards of living and improving human settlement for all (White Paper on Local Government,

1998). Significantly, the WPLG serves as a framework for many local government policies (discussed below) which serve to streamline and support government's commitment for service delivery at community levels.

2.4.3 Local Government: Municipal Systems Act 32 of 2000

The Local Government: Municipal Systems Act 32 of 2000 serves as a framework for streamlining the critical aspect of local government, including Performance Management Systems (PMS) and further proclaim the need for the utilisation of municipal resources in a manner that is efficient, effectively and economically (Van der Walddt, 2018:56). In addition, Thornhill (2012) explained that the South African government in 2000 adopted the Local Government: Municipal Systems Act which gives municipalities the responsibility to ensure that it consults with communities in any government programme. Chapter 4 of the Municipal Systems Act requires municipalities to design public participation strategies as a tool to engage citizens and to invite their inputs in local government affairs (Van De Walddt, 2018:57). Furthermore, the government promulgated this Act to serve as a tool-box for municipalities in developing systems and principles to be used for co-ordinating the delivery of community services. Section 4(2) of the Municipal Systems Act mandates municipalities to perform service delivery functions within their financial and administrative capacity.

2.4.4 Local Government: Municipal Structures Act 117 of 1998

The Local Government: Municipal Structures Act is one important Act in local government that aims to ensure that different structures and key stakeholders play a critical role in developing progressive and effective municipalities in South Africa (Shiceka, 2006). It also ensures that local communities are consulted, as alluded in chapter four of the Act, which enforces the participation of local communities in the process of the Integrated Development Plan (IDP) and budget process. This Act provides proper guidance that local communities must be in Local development, which will empower local communities economically. The Structures Act (1998) is also responsible for outlining procedures and requirements for the electoral systems in local governments. (Van der Walddt, 2014:46). The ward committee system is cited by this Act as a most critical structure in local government, that promotes public participation and entrenches local democracy at community levels (Van der Walddt, 2018:46). With regard to uThukela District Municipality, the implementation of the Municipal Structures Act is facilitated through the enactment of various structures (including ward committees, ward

councillors, political office bearers, and ordinary citizens) who oversee municipal compliance with the stipulations of the Municipal Structures Act (1998).

2.4.5 Local Government: Municipal Financial Management Act (56 of 2003)

Proper financial management systems in government institutions are necessary for maximum service delivery and the realisation of government's developmental agenda (Du toit, Knipe, Van Niekerk, Van der Waldt and Dogle, 2001:87). In recent times, the manner in which financial management systems are co-ordinated in local government raise many concerns to the Auditor General and other accountability structures in South Africa (Du toit, *et al.* 2001:89). The promulgation of the Municipal Finance Management Act (MFMA) (2003) was aimed at instilling the values of good governance and sense of responsibility over financial management in public institutions (Van der Waldt, 2018:221). This view is also echoed by Du toit *et al.*, 2001) that "the MFMA advocates for orderly and sound financial management principles and practice in local government". In the case of uThukela District Municipality, proper financial management systems are still a challenge that the municipality continues to improve (IDP, 2018).

2.5 The Establishment of uThukela District Municipality

The uThukela district municipality is one of the ten district municipalities in the KZN Province and derives its name from one of the major rivers in the province which is the uThukela River. According to Van der Waldt (2014:60), the South African Constitution of 1996 requires the Member of the Executive Council (MEC) for local government at a provincial level to establish municipalities in the demarcated areas in the province. uThukela District Municipality is one of the 52 District Municipalities in South Africa and one of the 10 district municipalities in the KZN Province. The municipality was established in the mid 1990's as per the recommendations of the Local Government Municipal Structures Act (1998) which advocates for the creation of municipalities throughout the boundaries of South Africa. The municipality is also classified as a Category C municipality, accruing to the South African Classification criteria for municipalities (Local Government Review, 2009). uThukela District comprises of three local municipalities, namely, Alfred Duma Local Municipality, Inkosi Langalibalele Local Municipality, and uKhahlamba Local Municipality. The Municipality covers an area of 11 134 km² and a total population of 723 844 residents (uThukela District Municipality, 2017; Municipalities of South Africa, 2018). The municipality has nine cities/towns namely

Ladysmith, Colenso, Bergville, Weenen, Cathkin Park, Winterton, Van Reenen, Bergville and Estcourt. It is a rural District Municipality.

2.6 Local Government Structures

The day-to-day functioning of municipalities depends on the appointment of the official structures who play political, administrative and oversight roles in each municipality in South Africa. These structures are broadly discussed below:

2.6.1 Municipal Councils

The Local Government Municipal Structures Act 117 of 1998 recommends that each municipality must establish a municipal council whose role is to meet every quarter of the year to deliberate on issues of political governance of the municipal institution. This council is constituted by a specified number of councillors who are determined by the MEC for local government in each province (Van der Waldt, 2014:60). Furthermore, DeWall (2015:194) postulated that the size of the municipal council is determined by the formula of the number of voter participationnts in that particular municipality. The general rule is that the council members may not be fewer than 3 and more than 90 in local or district municipalities. In the case of metropolitan the formula establishes a total of less than 270 councillors who participate in the council of the municipality.

2.6.2 Executive Committees

All municipalities in South Africa have executive committees (EXCO) members which are dealing with functions of service delivery in the municipalities as defined in the Local Government Structures Act (1998). In the municipalities which do not employ executive Mayoral System, EXCO is elected as per proportional representation of the Political Party and also the number of EXCO counts. Where a municipality is using Executive Mayoral system, the Executive Mayor appoints the EXCO then this is subjected to Municipal Council to approve or to adopt members. In the case of uThukela District Municipality, the municipality has six EXCO members of which four are African National Congress (ANC) and the Inkatha Freedom Party (IFP) has two EXCO members. All items discussed in the Municipal Council must go through EXCO as a structure which recommends resolutions to Municipal Council which are subjected to approval. The EXCO is chaired by a Municipal Mayor. EXCO sits once a month.

2.6.3 Municipal Speakers

The principal function of the municipal speaker is to serve as the chairperson of the municipal council and to convene council meetings by adhering to local government policies and practices (Falconer, 2011:96). Van der Waldt (2014:61) advises that in the absence of the municipal speaker, the representative designated by the MEC may convene the council within the specified period of two weeks after the election of the municipal council. The first meeting (after local government election) is important, for, *inter alia*, the following reasons:

- To orientate the newly elected council members about local government and municipal processes.
- To deliberate budgetary issues before the endorsement of the annual budget.
- To determine user charges – tariffs, levies, property rates, and
- For service delivery planning.

2.6.4 Mayors

The Local Government: Structures Act (1998), requires that the municipal councils appoint mayoral structures to co-ordinate the operations of the municipality – especially those of political nature. The Mayor is also tasked with the responsibility of addressing socio-economic challenges that may affect the municipal area of jurisdiction. In accordance with specific policy guidelines, the mayor may also devise strategies to combat those socio-economic challenges (Koma, 2010). In most cases, municipalities may use Expanded Public Works Programmes (EPWP) and LED initiatives to create employment opportunities, thus combating poverty and unemployment (Reddy and Wallis, 2013:17).

In addition to these duties, the Mayor is tasked with the responsibility to chair meetings of the executive committee and to exercise powers as delegated by council, such as ceremonial functions. Van der Waldt (2014:72) states that the mayor is the political head of the municipality and that this status should not be confused with party political leadership. Many authors including Reddy (2016:87) concur that when this duty is misinterpreted, political interference with council processes may kick in and distort municipal affairs.

The Mayor's most important function as a political leader of the municipality is to promote and defend the constitutional order, institutions, powers, and functions of the municipality and to uphold the principles of co-operative governance and intergovernmental relations (Van der

Waldt, 2014:72). An Executive Mayor only exists in those municipalities which have chosen an executive mayoral system.

2.6.5 Portfolio Committees

The scopes of the municipalities are multi-faceted, with enormous operations that need to be co-ordinated so that they may have positive service delivery impact in their areas of jurisdiction. This view is also echoed by Cameron (2003:67), that, due to the extended responsibilities of municipalities, "the municipal council may establish one or more portfolio committees necessary for the effective and efficient performance of municipalities". The portfolio committees may be tasked with specific responsibilities such as policy monitoring and evaluation.

Some of the EXCO members chair the Portfolio Committees. In the case of uThukela District Municipality there are six EXCO members and four Portfolios Committees and all of them are chaired by ANC councillors (IDP, 2018) The chairperson of Portfolio Committees reports or table portfolio committee's resolutions to the EXCO. The EXCO then reports to the Municipal Council. The portfolio committees of uThukela District Municipality include:

- Finance Portfolio Committee;
- Infrastructure Portfolio Committee;
- Economic Development and Planning Portfolio Committee, and
- Corporate Services Portfolio Committee.

Portfolio Committees are playing a critical role in the municipality since they co-ordinate the work of the executive, and recommend to EXCO, and then EXCO recommends to the Municipal Council. According to the norms of the uThukela District Municipality, its Portfolio Committees sit fortnightly and EXCO sits once a month.

2.6.6 Ward Committees

The ward committee structure is provided for by the Local Government: Municipal Structures Act 117 of 1998 to serve as a channel of communication between communities and municipal councils. Ward committees are the first point of contact at the community level and may advise residents of service delivery planning by municipalities (Moyo, 2002:33). In addition, Govender and Reddy (2014:12) advise that "ward committees are instituted for each ward

where there is a ward councillor and make recommendations on any service delivery matter affecting their wards”.

2.6.7 Ward Councillors

There are two types of councillors in the Local government, namely ward councillors and Party Representation (PR councillors). Both these councillors are elected members of the council. Ward councillors are voted direct from the ward level by the communities, and PR is installed through Party representation proposition. In the case of uThukela District Municipality there is 40% from District allocation and then 60% from local municipalities as representations of locals. There are no ward councillors represented in the District municipality unless seconded or representing a local municipality as per Party proportion. All the District Municipalities play a critical, important, and equal role. With regard to uThukela District Municipality, the following is a breakdown of political reorientations in council:

Table 2.1: Political Representation in the Municipal Council of uThukela District

Political Parties Constituting Municipal Council	Portfolio Per Seat
African National Congress	18
Inkatha Freedom Party	11
Economic Freedom Fighters	1
Democratic Alliance	2

Source (IDP, 2019)

The above diagram gives an account of the total numbers of all Councillors in uThukela District Municipality and divides it as per political parties and propositional.

2.6.8 Traditional Leaders

Traditional leadership is a very ancient structure which existed in the South African rural communities during the colonial and apartheid eras. For Van der Waldt (2014:64), traditional leaders exercise customary laws in the municipal area of jurisdiction and may participate in the municipal council debates through adhering to the protocol. According to the White Paper on Traditional Leadership and Governance (2003), the 1994 political transition in South Africa which resulted in the democratic order, necessitated that all values, practices, institutions, and structures of governance are streamlined and embedded on values of the new democratic order. Chapter 12 of the Constitution 1996 makes provision for a newly transformed traditional system which is a strategic partner in the reengineering of the South African political landscape and social welfare of the local communities. In this context, traditional leadership is viewed as

a critical institution to service rural communities and meet their basic human rights through inclusive service delivery. Reddy and Shembe (2016:73) postulate that "it is the vision, of government, therefore, to transform and support the institution of traditional leadership in accordance with the constitutional principles of democracy and equality, and that it may represent customary interests of communities, play a role in socio-economic development, and contribute to nation building. As per the revised mandate of traditional leaders, Reddy and Shembe (2016:76) outlined the following responsibilities of local government:

- responds and adapts to democratic transformations;
- upholds the constitutional values of freedom, human dignity, non-discriminators and equality,
- is in harmony with the Constitution and the Bill of Rights,
- strives to promote traditional cultures, indigenous knowledge, and customary law,
- facilitates peace, stability, and social cohesion in traditional communities; and
- promotes sound relations between traditional authorities and different state institutions.

2.6.9 Municipal Manager

The municipal council is further tasked with the responsibility to appoint the Municipal Manager to serve as the Accounting Officer and Administrative Head of the Municipality (Van der Waldt, 2014:64). The Municipal manager or accounting officer serves as the head of the municipal administration. Furthermore, (Pretorius, 2015:30) postulates that the municipal manager is required to:

- be accountable for the administrative function of the municipality and to promote efficiency and effectiveness of operations of the municipal institutions,
- be accountable to the executive mayor in terms of managing the administrative processes and performance of the municipality and other duties that may be assigned by the municipal council,
- play a leading role in the appointment and development of municipal officials and to comply with the stipulations of the Employment Equity Act 55 of 1998 and the Skills Development Act 81 of 1998,
- manage the implementation of decisions endorsed by the municipal council and to provide strategic directions to the political structures and political office bearers, and

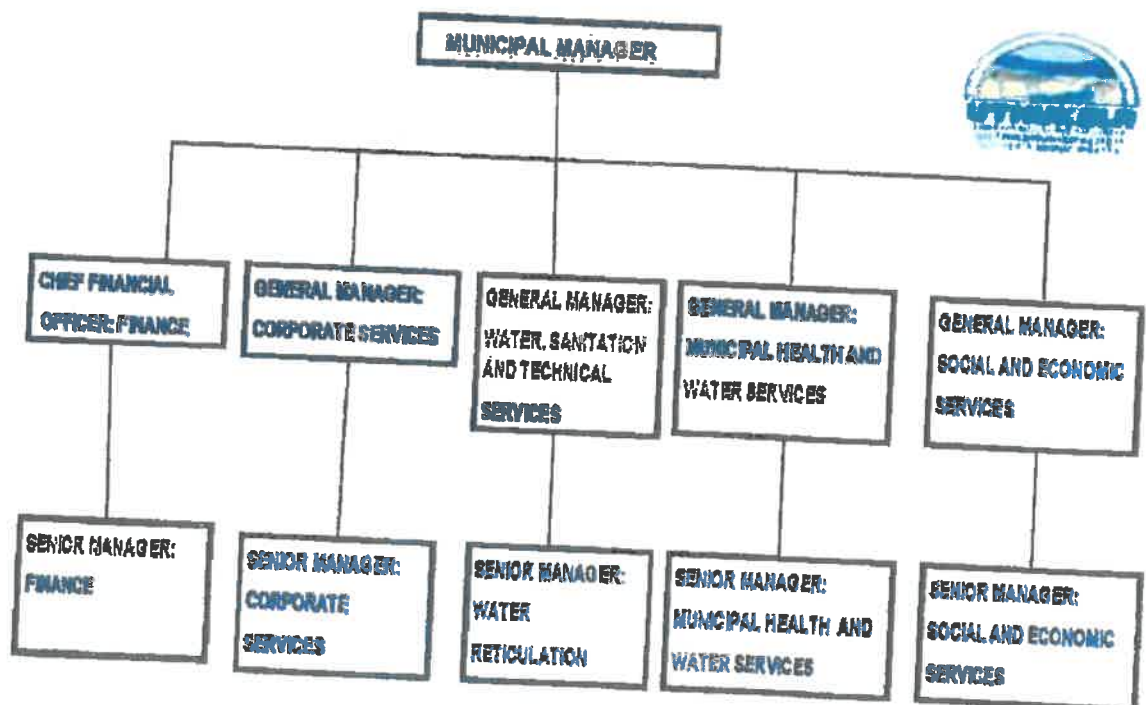
- promote communication between the administrative staff, politicians, and political office bearers and must also co-ordinate public participation processes through IDP forums, Izimbizo (public gatherings), council meetings, and budget reviews.

In addition to these responsibilities, the municipal manager serves to maintain order and stability within the municipal institution and to ensure that the municipality is always financially viable.

2.6.10 Organisational Structure of uThukela District Municipality

For any institution to advance its strategic objectives and goals it should have a structure which will assist to discharge the tasks of the institution. To this end uThukela District Municipality developed the organogram which is linked to Integrated Development Plan (IDP) 2016/2017

Figure 2.1 Organisational Structure of uThukela District Municipality



Source: uThukela District Municipality, IDP, 2017 - 2018

2.7 Chapter Summary

This chapter served to trace the historical evolution of local government in South Africa and to shed light on the circumstances which led to the current systems of local government. While many structures have been created to boost the capacity of local government, including the legislative and policy process, service delivery and socio-economic development still remain a challenge for many municipalities. However, it is anticipated that as South African democracy matures, political structures in local government will find means to address the existing imbalances and fulfil their constitutional mandate of inclusive service delivery. The following chapter examines the strides which have been taken by uThukela District to implement its LED initiatives.

Chapter Three

Review of the Implementation of Local Economic Development in uThukela District Municipality

3.1 Introduction

The previous chapter dealt with the local government restructuring process in South Africa with specific reference to uThukela District Municipality. This chapter is focused on the aspects of LED implementation. It begins with the review of the origins of LED, trends and challenges that prohibit successful implementation by municipalities and proceeds to explain different approaches that are used to facilitate LED programmes in the South African municipalities. The chapter concludes with a theoretical framework and the exploration of the best international and regional case studies that should be emulated by local municipalities in improving their implementational challenges.

3.2 Historical Overview of Local Economic Development in South Africa

The literature is uncertain about the origins of Local Economic Development initiatives. This uncertainty is influenced by the fact that there is no specific definition of what constitutes LED. In more general terms, LED implies the livelihood strategies that are adopted in specific contexts to alleviate poverty and to create job opportunities for unemployed citizens. It is against this diverse background that the countries of the world may have utilised different strategies to establish and to sustain their economic activities at different stages of their developmental agendas (Rogerson, 2010:34). However, the United Nations (2009:35) expounded that LED initiatives may have originated from the developed countries in Europe and United States of America (USA) approximately 30 to 40 years ago and gradually expanded to the developing and underdeveloped nations (Van der Waldt, 2014:140). Similarly, to this view, Rodriguez-Pose and Tijmistra (2009:87) opined that the origins of modern LED practices can be traced back to the early 1960s and that Europe is generally regarded as the cradle of LED approaches. The purpose for the emergence of LED initiatives was to respond to the global escalation of the cases of poverty and poor economic growth (Maloka and Mashamaite, 2015). Rowe (2016:93) observed that the pressures to formulate LED were motivated by uneven and unequal socio-economic demographics particularly in the developing and underdeveloped contexts.

In the South African context, the formulation of LED strategies was motivated by similar reasons that motivated Europe and USA. The harsh socio-economic conditions inflicted by the apartheid legacy among the Non-White communities necessitated the need for urgent poverty and unemployment relief programmes in the post 1994 era. Local government was identified as a strategic institution for the facilitation of LED programmes (Pieterse, 2007:8). Rogerson, (2015) further elaborates that owing to poverty and unemployment levels, at the commencement of the democratic order in 1994, LED was seen as one of the most important ways of reaching out to local populace. To this end, various policies and legislative framework have been instituted in municipalities (Reddy and Wallis, 2013:25). Despite many challenges that are experienced by municipalities in their different geographical contexts, LED is widely recognised as a pro-poor economic development strategy for local communities.

3.3 Local Economic Development: Meaning, Context, and Practice in Local Government

Different authors explain that the concept of LED is both elusive and highly contested as there are many meanings attached to what constitutes LED (Hofisi, Mbeba, Maredza, and Choga, 2013). For the World Bank (2010:1), LED refers to "local economy's capacity to create wealth through job creation and the promotion of entrepreneurial ethos for local citizens by utilizing locally available resources more sustainably". In addition, the World Bank (2014:7) conceptualises LED to be "a process in which partnerships between local governments, NGOs, community-based groups, and the private sector are established to manage existing resources; to create jobs and stimulate the economy of a well-defined territory". Rodriguez Pose and Tijmistra (2009:35) and Blakely (2013:109) concurred that "LED is a process by which public, business and non-governmental sector partners, work collectively to create better conditions for economic growth and employment generation".

Within the South African context, LED is a constitutional mandate of local government in which municipalities are required to promote socio-economic development at community levels (RSA Constitution, 1996). The vision to address poverty and to curb inequalities and the myriad of social ills has, since the ushering in of a democratic order in 1994, shaped the South African government's developmental agenda. Various development strategies and initiatives have been devised to contribute to economic sustainability, notably, the Reconstruction and Development Programme (RDP), Accelerated Shared Growth Initiative for South Africa (AsgiSA), National Spatial Development Framework (NSDP) Provincial Growth and Development Strategies (PGDS) and others have since been initiated to realise the national and

provincial development imperatives (Koma, 2012:125). Arguably, the South African government has provided a broad vision and strategic direction pertaining to how it intends to drive the economy and development trajectory and to intervene in favour of the poor and the marginalised component of the population (Koma, 2012:125). To this end, the LED concept has been used to describe a growing number of initiatives, ranging from industrial policy and government economic planning, to community development (Adebayo, 1995:303). Municipalities do not have a direct role in job creations and the facilitation of business opportunities, but may exercise their influence to create a conducive environment for the economic prosperity of the local communities (Reddy and Wallis, 2013:23). According to COGTA (2015:71), municipalities are also tasked with the following responsibilities in the promotion of the LED mandate:

- development and review of national policy, strategy and guidelines on LED;
- providing direct and hands-on support to provincial and local government;
- management of the LED Fund;
- management and Technical Support to Nodal Economic Development Planning (NEDP);
- facilitating, coordinating, and monitoring of donor programmes, and
- assisting on LED capacity building processes”.

Despite many challenges that confront municipalities to implement their LED strategies, there are a few municipalities who have managed to improve community lives through their comprehensive LED strategies.

3.4 Local Economic Development Planning in Local Government

For LED strategies to thrive and accelerate business and job opportunities, municipalities should engage local communities to LED planning, and further advise their external stakeholders about the type of support that they need in order to implement LED initiatives (Phago, 2005; Sachs, 2008; and Nzimakwe, 2010). In addition, Duit (2008:13) proposed five stages of a strategic planning process necessary to guide LED initiatives, which, if followed, can contribute to the creation of a conducive environment for local development. These are:

- **Stage 1:** is effort co-ordination which deals with the formulation of shared values between municipalities, citizens, business and private sectors, and any other interested parties. This stage may also determine the type of economic or financial support that should be mobilised by local government partners to prioritise LED programmes.

- **Stage 2:** contextual assessment, which involves the determination of a conducive environment for business start-ups or any form of community empowerment. It is also during this stage that the municipalities may review their strengths, weaknesses, opportunities, and threats, which are essential to understand the economic dynamics of the local areas.
- **Stage 3:** formulation of LED strategies, municipalities in collaborations with citizens, and private and business sectors may invent their visions, goals, action plans and objectives for business establishments in their areas.
- **Stage 4:** is the implementation of LED strategy. This is usually a critical stage which determines the success or failure of LED strategies in local government. Depending on the amount of available resources, skills and capacities, municipalities may formulate successful LED initiatives.
- **Stage 5:** is LED review which seeks to ascertain the strength of the municipal LED strategy through continuous mentoring and monitoring. This stage is also important for gauging the effects of local economic development towards the lives of the indigent communities.

It is evident through the afore-mentioned stages that LED implementation is not a once-off event, but rather, a procedural process that involves rigorous planning by different stakeholders who are dedicated to the economic wellbeing of the poor communities. The LED planning of uThukela District is discussed in the ensuing discussions.

3.5 Economic Profile of uThukela District Municipality

uThukela District Municipality is strategically placed in the western boundary of the KZN Province and is inhabited by a majority of Black South Africans (63%), Indians (21%) Whites (11%) Coloureds (4) other races (1%) (IDP, 2017-2018). In terms of environmental profile, the municipality consist of rural, semi-rural, and urban areas which are evenly spread to accommodate various socio-economic development opportunities to assist citizens with local business opportunities (IDP, 2017-2018). These include large industries that export and import various services, tourism agencies, commercial and subsistence farming, and small business establishments such as SMMES and co-operatives (Nembambula, and Matshidisho 2010:601). The analyses of the economic profile for local municipalities by different authors and stakeholders point to different interpretations about their future economic prospects. For

example, on one side, Nembambula and Matshidisho (2010:614) opined that poor economic development that is experienced by the global community is highly possible to intercept economic planning in local government and jeopardise its policy planning, service delivery, and many other operational matters. On the other hand, Subban and Theron (2014:12) maintained that when adequately designed, policy implementation, IDP and other strategic frameworks of local government will be pivotal to assist with the attainment of the socio-economic vision of the municipalities. This implies that LED success depends on the ability of municipalities to design policies and strategies that respond to local needs.

In the case of uThukela, the municipal IDP (2017-2018) widely acknowledged that “keeping district’s economies expanding and reducing environmental impacts, whilst increasing social benefits at both macro and micro level is extremely difficult”. For this reason, the notion of sustainable urban and rural economic development may remain a myth for the district and may affect the majority of the citizens residing in the district. Another critical point that must be noted is that the economic inter-connections of various economic sectors (tourism, industries, agriculture and commerce) of the district need to be boosted and adequately aligned with policy imperatives of the provincial (PGDS) and national strategies (NDP Vision 2030).

In its attempts to transform the economic profile of the district, uThukela commits itself to enhancing proficiency of job-rich sectors, including agriculture, tourism, manufacturing and the promotion of SMMEs.

3.5.1 Agricultural Sector

Agricultural productions contribute significantly to the economic development of the district in the form of commercial and subsistence farming (IDP, 2017-2018:76). uThukela is amongst the largest producers and suppliers of maize, soya, wheat, and potatoes in the district. Climate change and its impacts of overheating, droughts, and floods, are the major natural disasters that the municipality should address in order to succeed with this economic generation sector (agriculture). Accordingly, the municipal IDP (2017-2018:76) identified a few challenges that may have a negative impact for the agricultural sector in the district, including:

- Lack of funding to support emerging farmers and to purchase farming equipment;
- Delays in speeding up land reforms, release of land to the deserving communities and individuals, and lack of business and private sector participation; and
- Lack of facilities, livestock thefts, and wide spreading livestock diseases.

In the presence of the above-mentioned challenges, it is anticipated that the launch of the *Besters Farms Project* may yield positive results and assist to sustain the agricultural sector of the district.

3.5.2 Tourism Sector

Tourism industry in the entire KZN Province is viewed as a fast-growing industry, and this is attributed by the attractiveness and rich heritage and history of the province. The Battlefields and Drakensberg are the most attractive sites in uThukela District that promote tourism within the municipal jurisdiction (uThukela Draft District Growth and Development Plan, 2015). The municipal IDP (2017-2018) stated that “the main source market of foreign tourists in the district are from United States of America (USA), Germany, (United Kingdom (UK) and the Netherlands, with an estimated 162 967 foreign tourists having visited the district since 2010” The long-term vision to strengthen the tourism sector in the municipality includes:

- establishment of a hospitality environment and tourism training centre in the district;
- upgrading the Rock Art Centres in Okhahlamba and develop heritage cites;
- developing a new conference venue in the district;
- expanding the Bushman cave in Okhahlamba; and
- developing a themed tourism information node/hub and district craft hub.

The success of the above-listed development vision may further help to boost LED strategy of the municipality by creating business and employment opportunities.

3.5.3 Manufacturing Sector

The manufacturing sector of uThukela District is largely regarded as another critical engine for employment creation and economic development. Since the FIFA World Cup of 2010 in South Africa, the manufacturing sector employed approximately 38 404 citizens and contributed significantly to the economic profile of the municipality. In terms of employment rate, the municipality has gradually improved to create job opportunities for its communities since 2011.

3.6 Development and Sustainability of Small, Medium, and Micro Enterprises in uThukela

The SMMES are regarded as a typical form of LED programmes in local government. They are in the form of small businesses that assist citizens to create their own job opportunities and

to employ others, thus alleviating poverty. Malefane (2009:159) notes that “although there is no accepted definition of what constitutes an informal enterprise, there is a general consensus that they are small scale, and operate outside registration, tax and social security frameworks, and health and safety rules for workers, with informal economic activity being defined by its ‘precarious’ nature”. This suggests that SMMEs are informal in terms of operations and their guidelines are not attached to any stringent policies, laws, and regulations of the country. In citing an example of informal economy, Kumara (2017:12) estimates that approximately 78% of non-agricultural jobs in sub-Saharan Africa, excluding South Africa, are located in the informal sector, with the figures for Asia and Latin America being 65% and 51% respectively. In contrast, in South Africa it is estimated that the informal sector comprises 51% of non-agricultural employment.

The LED Strategy of uThukela District depends mainly on SMMES as a method to encourage emerging entrepreneurs to create self-employment opportunities among poor communities in the district (IDP, 2017-2018). Furthermore, the LED strategy of the municipality aims to address poverty, unemployment, and economic marginalisation. The empirical findings of this study confirmed the commitment of the municipality to promote SMMES, exploring the ways in which citizens may participate effectively and profitably in this sector. The focus of the SMME sector in the municipality is to reduce unemployment by addressing the causes of poverty, inequalities, and economic marginalisation in the district (uThukela Draft District Growth and Development Plan, 2015). In addition, the municipality has established formal arrangements with the Small Enterprise Development Agency (SEDA) in order to assist emerging entrepreneurs with business mentoring and seed capitals (uThukela Draft District Growth and Development Plan, 2015).

The analysis of the LED strategy of uThukela which is presented in table 3.1 below reflects that the municipality is in a good position to turn around the historical economic and misfortunes of the district and benefit its citizens with sustainable job opportunities.

Table 3.1: SWOT Analysis of uThukela District Municipality

Strengths	Weaknesses
<ul style="list-style-type: none"> - Municipal strategic location. - Good potential for manufacturing industries. - Good potential for the establishment of industrial areas (sufficient land.) - Good potential for the sustainability of logistics and transportation industry. - Cultural and heritage sites. 	<ul style="list-style-type: none"> - Poor economic base for some areas of the municipality. - High prevalence of HIV/Aids cases. - Unsustainable water supply. - Poor implementation of LED programmes. - Lack of policy to regulate informal employment sectors (SMMES, cooperatives).
Opportunities	Threats
<ul style="list-style-type: none"> - Potential to stimulate economic growth, availability of agricultural land. - Potential for the expansion of logistics and transportation sectors. - Potential of the municipality to establish partnership with various public, private and business sectors in the province and country. 	<ul style="list-style-type: none"> - Political instability. - Climate change. - Financial constraints - Delay of land reforms. - High tariffs. - High unemployment levels. - Unsustainable development practices.

Source: Adapted from uThukela Draft District Growth and Development Plan (2015)

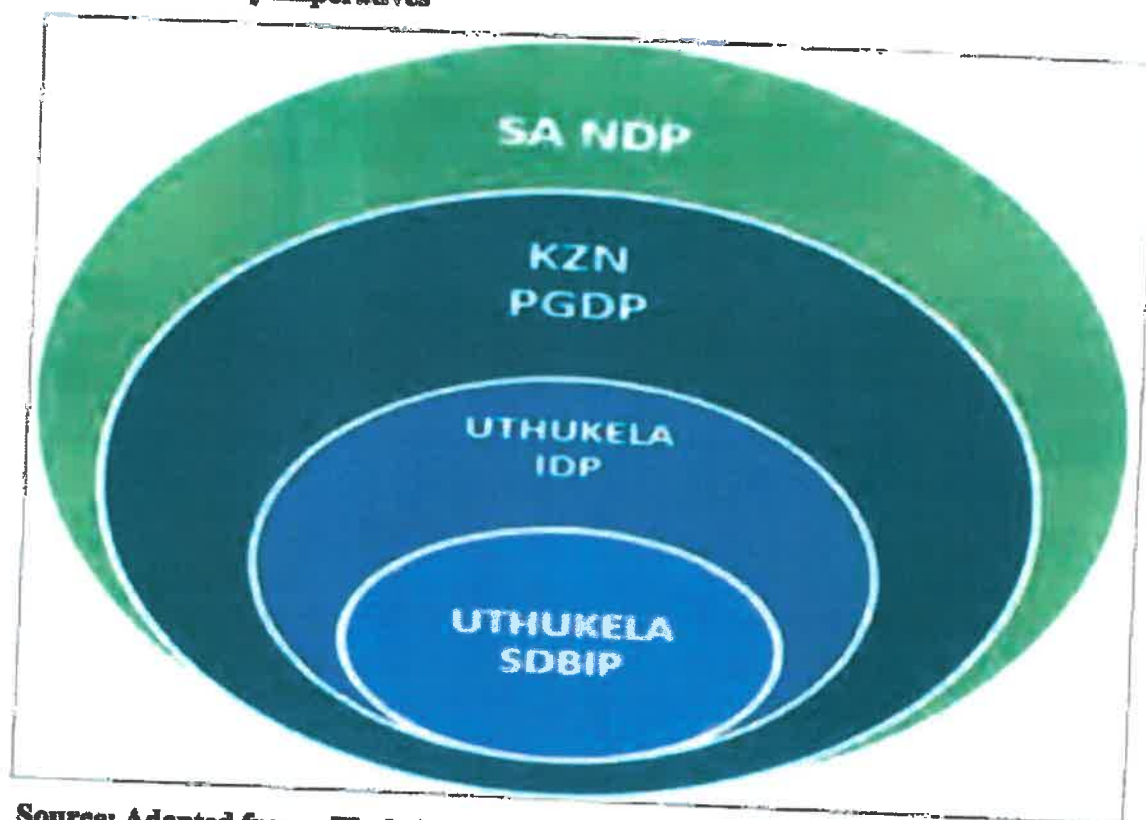
Despite the weaknesses and threats facing the economic potential of the municipality, the strength and opportunities demonstrated in the table above are adequate to secure viable economic development in the municipal area of jurisdiction. Active investments in the municipal area and strong partnership with various stakeholders may also assist the municipality to establish an efficient LED strategy.

3.7 Implementation of Local Economic Development Strategy in uThukela District Municipality

The strategic approach adopted by uThukela District Municipality to implement LED vision is aligned with many national and provincial governments' policy imperatives, including Provincial Growth Development Plans (PGDPs), NDP Vision 2030, and Sustainable Development Goals (SDGs) (uThukela Draft District Growth and Development Plan, 2015:3). Moreover, the LED strategy of uThukela District relies on effective, efficient, accountable, and responsive local governance system that is committed to the realisation of socio-economic development vision of local government. The IDP, Spatial Development Framework (SDF,) and Service Delivery and Budget Implementation Plan (SDBIP) also serve as critical instruments to collect relevant information from various municipal stakeholders and citizens

about the utilisation of land and service delivery priorities in the municipality. The diagram shown below reflects a key strategic framework that informs LED strategy of uThukela District Municipality.

Figure 3.1 Alignment Between uThukela's LED Strategy and other National and Provincial Policy Imperatives



Source: Adapted from uThukela Draft District Growth and Development Plan (2015)

Within its area of jurisdiction, uThukela District Municipality is viewed as integral to the realisation of growth and development objectives underpinning national and provincial development frameworks set out above. The commitment of the municipality to improve service delivery and to enhance socio-economic development for its citizens is clearly articulated by the municipal vision which strives to *"establish a stable, sustainable and prosperous district with dedicated servants who serve with excellence in governance, service delivery and economic development"* (IDP, 2017-2018). This commitment is further reflected in the alignment between the LED strategy of the municipality with PGDPs in the ensuing discussion.

3.8 uThukela District's Local Economic Development and Kwa Zulu-Natal Provincial Growth Development Plan

The KZN PGDS is an overarching service delivery and socio-economic strategy aimed at achieving provincial government's developmental agenda through close collaborations with municipalities as institutions that are strategically placed at the community levels. The LED strategy of uThukela District is emulated from the provincial economic development strategy which aims to facilitate job creation, employment opportunities, economic self-reliance among communities of the province and most importantly, to alleviate poverty (PGDS, 2017:296). The annual review of the PGDS serves to determine the extent to which municipal IDP and any strategic framework interpret the provincial socio-economic strategies and plans (Operation Sukuma Sakhe (OSS), 2013:23). Moreover, according to the uThukela District's Growth and Development Plan, 2015, "the PGDS sets clear targets and indicators and established the institutional arrangement to secure ownership through a structured consultation process with all development partners". The KZN PGDS consists of seven broad strategic goals with thirty strategic objectives that will set the growth and development agenda to 2030. For the purpose of this research, all seven goals and the summary of the strategic objectives are discussed below.

3.9 Strategic Goals of the KwaZulu-Natal Provincial Growth Development Strategy

The strategic goals of the KwaZulu-Natal interpret the commitment of the provincial leadership to unleash socio-economic development and contribute to economic prosperity for the communities. To achieve this commitment, municipalities are encouraged to align their economic development strategies with the PGDS. The strategic goals of the KZN PGDS are listed as follows:

3.9.1 Job Creation: this goal aims to provide direction on the strategic issues for job creation through the identification of job-rich sectors, including agriculture, tourism, and manufacturing industries. To achieve this vision, the province mobilises the support of the investors as pillars for the enhancement of the provincial economy (uThukela Draft District Growth and Development Plan, 2015). Skills development and capacity building are among top priorities of this strategic goal. The development and sustainability of Small, Medium and Micro Enterprises (SMMES) is prioritised as a catalyst to support LED initiatives in the municipalities of the province (PGDS, 2017-2018).

3.9.2 Human Resource Development: Apart from its relevancy to develop human and institutional capacities, human resource development is pivotal for economic growth to benefit indigent communities. The KZN provincial government also views lack of skills and relevant training as a prohibiting factor towards job creation and sustainable economic development (PGDS, 2018).

3.9.3 Strategic Infrastructure: the KZN provincial government recognises that improved infrastructure is essential for the acceleration of economic development and alleviation of poverty (PGDS, 2017-2018). For this reason, the provincial government requires municipalities to work collectively with provincial structures to identify solutions to infrastructural challenges in the province (Operation Sukuma Sakha, 2016). Proper infrastructure in the form of transport, power stations, airports and railways are viewed as a necessity to increase provincial Gross Domestic Products (GDPs).

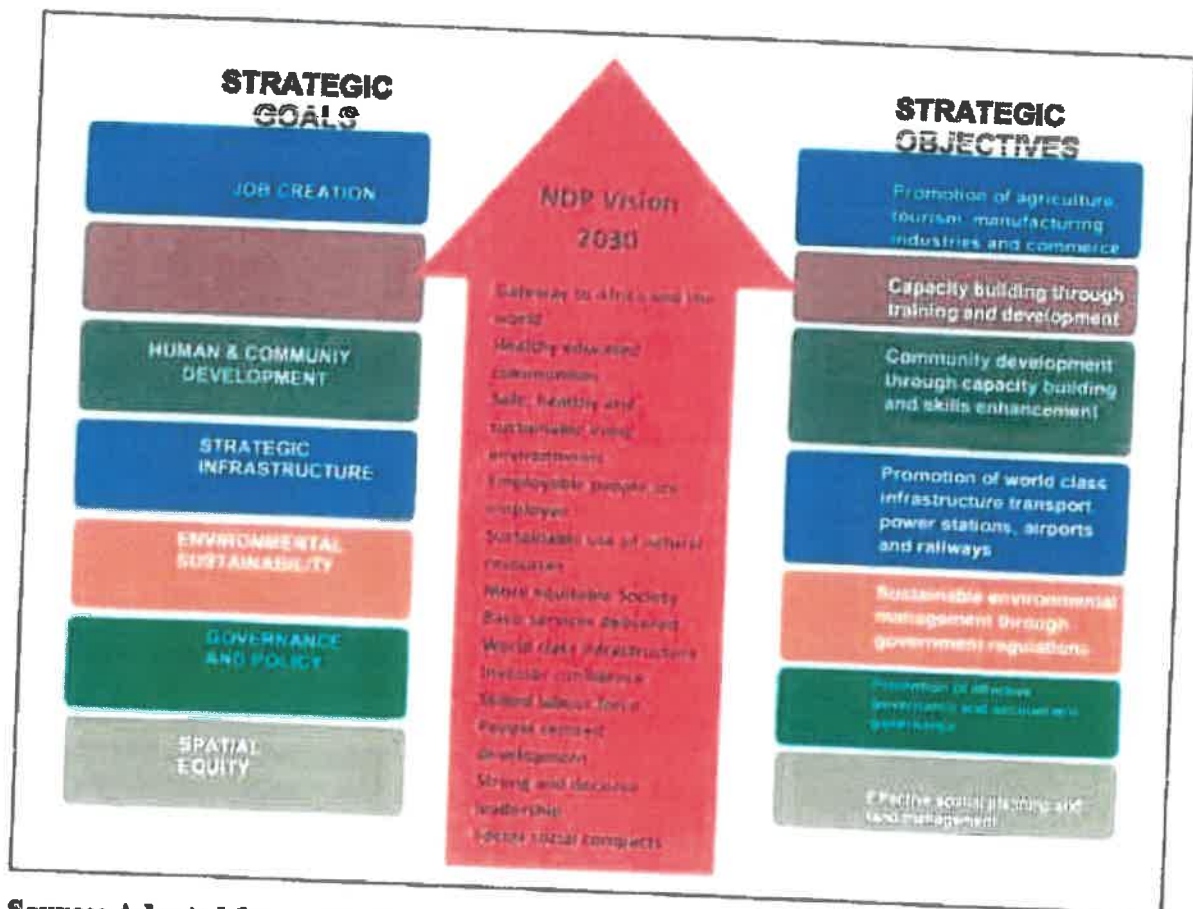
3.9.4 Environmental Sustainability: KZN province is mainly rural, thus depending on environmental sustainability for its agricultural productions. The SDF of uThukela District emulates the KZN strategies for environmental sustainability owing to the fact that agriculture is an important contribution to the economy of the district in the form of food production, manufacturing, and job creation (IDP, 2017-2018).

3.9.5 Governance and Policy: The KZN provincial governance is regulated by policies that aims to streamline the operations of its institutions including municipalities. The Constitution (RSA, 1996) in many instances serves as an overarching policy framework for all public institutions. The rationale for this arrangement is that community development approaches may not succeed if institutional settings do not have proper policies in place (Kowero, Campbell, and Sumalia, 2017:8). To support the rationale for this strategic goal, other authors, including Cloete, Conning, Wissink and Rabie (2018) argued that “inadequate governance and absence of clearly defined processes, roles and responsibilities for decision making is often the root cause of problems that are experienced by government institutions”.

3.9.6 Spatial Equity: the KZN PGDS focusses on economic growth as an element for the total emancipation of the previously marginalised communities. For this reason, this strategic goal aims to promote social livelihood through the utilisation of land, infrastructure, and other facilities so that citizens may regain their economic independency (uThukela Draft District Growth and Development Plan, 2015). For this reason, it is encouraged that Municipal LED initiatives be incorporated in the provincial spatial equity plans, thus allowing maximum

economic participation of the provincial communities. Figure 3.2 below shows alignment between the strategic goals and the strategic objectives of the KZN PGDP and NDP Vision 2030.

Figure 3.2 KwaZulu Natal Provincial Growth Development Plan and National Development Plan: Vision 2030



Source: Adapted from uThukela Draft District Growth and Development Plan (2015)

3.10 Local Economic Development: Legislative and Policy Context

Despite the role of provincial economic strategies to assist the acceleration of LED initiatives at municipal levels, the strategic approach guiding LED implementation in the municipality is aligned with, and supported by, national legislative and policy context as detailed in the ensuing discussions:

3.10.1 National Development Plan: Vision 2030

The historical socio-economic challenges of the apartheid legacy continued under the democratic dispensation to marginalise economic aspirations of the South African citizens. For this reason, the South African government launched the NDP in 2011 as a developmental

framework to address poverty, unemployment, and inequality, which should be addressed before 2030. The National Planning Commission (NPC: 2012:14) stipulated nine reasons that prompted the launch of the NDP, including the following:

- **Unemployment:** the majority of South African citizens are jobless;
- **Social ills:** poverty, crime, fraud, and corruption continue to ravage public institutions and communities;
- **Illiteracy:** The standard of South African education leaves much to be desired. All levels of education (foundation, intermediate, senior phase, and tertiary are of poor quality).
- **Poor infrastructural development:** the lack of, and under-maintenance of infrastructure prohibits community development and socio-economic advancement in many communities.
- **Spatial patterns:** of the apartheid era exclude the poor from meaningful participation in the economy.
- **Economic Development:** the economy is unstable and unsustainable due to the lack of resources.
- **Public Service:** is overly regulated and does not produce desired outcomes; hence there are many service delivery protests at the community levels.

To address the above-mentioned challenges, municipalities are required to play a leading role in terms of designing economic development programmes and projects and aligning their strategic frameworks including IDPs, LED strategies, and SDFs with the NDP Vision 2030. To this effect, uThukela has established steering committees whose mandate is to track the progress of various service delivery areas in the municipality and to advise municipal stakeholders how to address service delivery challenges.

3.10.2 Sustainable Development Goals

The expiring of the United Nations vision for the Millennium Development Goals (MDGs) in 2015 necessitated the shift to the establishment of the Sustainable Development Goals (SDGs) which contain 17 goals that seek to end global poverty and inequalities. Owing to the scope of this study (LED), the emphasis of this discussion is based on goal 8 of the SDGs which seeks to “promote sustained, inclusive and sustainable economic growth” (United nations, 2015:303). The introduction of the SDGs at the end of 2015 coincided with the mammoth task of NDP implementation in public institutions which required municipalities to overstretch their

focus and to seek the means to addressing both simultaneously (IDP, 2017-2018). It is anticipated that the success of LED initiatives in local government will intercept goal 8 of the SDGs and maximise socio-economic impacts for local communities (Reddy, 2016).

3.10.3 National Framework for Local Economic Development

The National Framework for LED (2013-2018) emerged as a result of long deliberations, engagements, and consultations with many stakeholders in the South African government, who are committed to support the development of the culture of self-sufficiency and entrepreneurship for communities (RSA, 2013). This framework is also informed by the vision of its predecessor 'Guidelines for LED Implementation in South Africa' (2007-2012), to grow a sustainable economy through intensifying LED programmes in local government (RSA, 2007). The National Framework for LED considers the context of the municipality and its dynamics for LED implementation because "it does not dictate what should happen in different municipalities but focuses on what the state can do to support municipalities and their communities". The other stakeholders, such as business and private sectors and interested parties, should also play their roles that may result to the economic prosperity of local communities.

3.11 Theoretical Foundations of the Study

Theories in research serve to explain, rationalise, and enhance understanding of a particular phenomenon, and in many instances are formulated to extend the existing knowledge of the subject through critical assumptions (Wacker, 2012:204). Similar to this assertion, Du Plooy-Cilliers *et al.*, (2014:55) explain that theories represent a set of interrelated philosophical propositions, perceptions, and ideas, that explain and predict the relations between the variables of the study. Du Plooy-Cilliers *et al.*, (2014:55) further provide the following functions of a theoretical framework in research studies:

- outlines guiding principles which examine the topic of the study;
- points areas that need to be considered in order to reach conclusions of the study;
- identify key relations between variables and their significance for the study
- provides guidance on how to collect, analyse, and interpret data of the study; and
- identifies critical aspects that need to guide discussions of variables in the study.

The preceding sections of this study have focussed on the best practices that should be emulated by local government to develop and sustain their economic strategies through LED. For this

reason, the theoretical foundations of this study further expounded the philosophical proposition held by various authors (theorists) in creating and sustaining an economic base for the developing and underdeveloped nations. In this regard, the current study was guided by classical theories of economic development with emphasis on Rostow's Linear Stages and Community Led Rural Development Theories of economic development. These three schools of thoughts are broadly discussed in relation to the current study below:

The theories of economic development are divided into four main streams, including

- Linear-stages-of-growth model: 1950s and 1960s,
- Structural Change Economic theory: 1970s, and
- Community-Led Rural Development Theory: 1980s and 1990s.

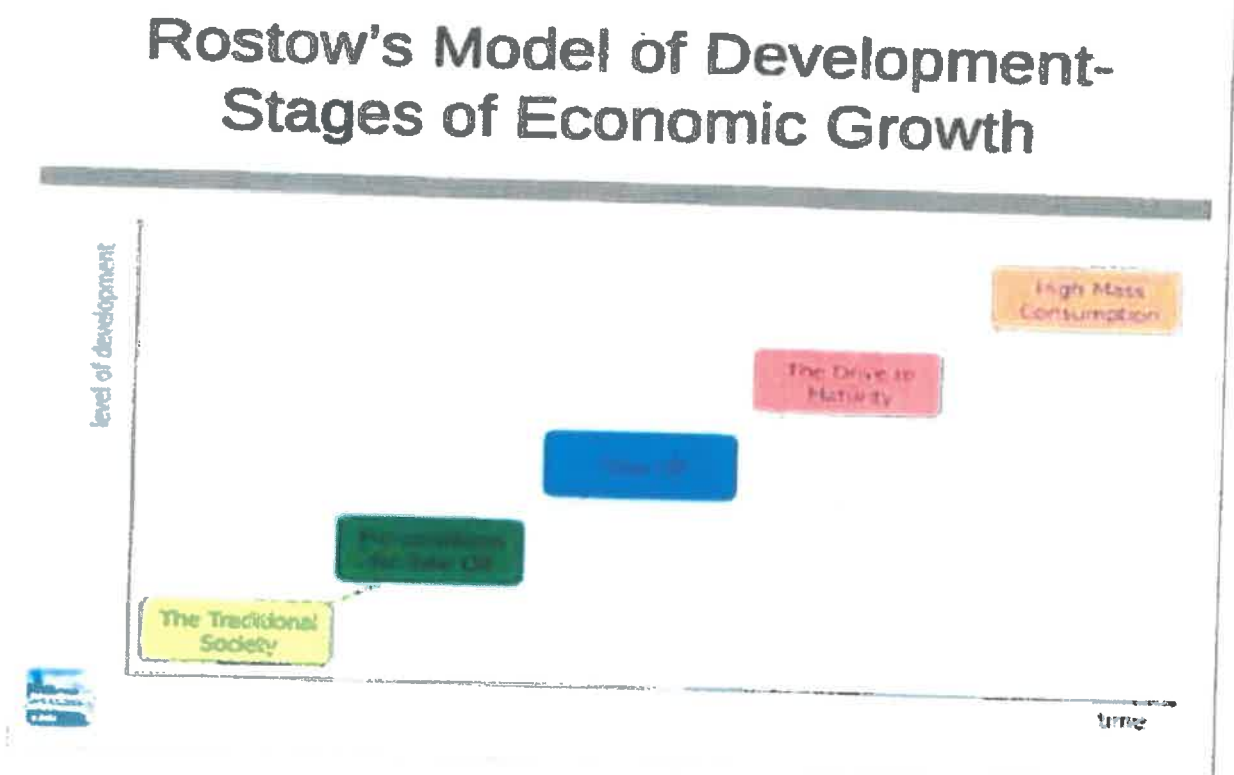
For the purpose of this study, Linear Stages and Structural Change economic theories are applied in this study for the purpose of establishing their contribution in alleviating poverty in the underdeveloped and developing nations. Most importantly, these theories are reviewed in this study to ascertain the lessons that can be learnt by uThukela District municipality in its endeavours to create employment and entrepreneurship for local communities. These theories were selected to guide this study on the basis of their shared consensus that developing and sustaining economic development is not a once-off even; rather a continuous process which needs resilience and collaborative efforts of many different stakeholders.

3.11.1 Linear Stages of Growth Economic Model: 1950s – 1960s

The linear stages of economic growth were championed by Bill Rostow in the 1950s to describe the sequential stages that should be observed towards developing and sustaining economic development for poor countries after WWII (Scheers, 2011:307). The stages in this theory place huge emphasis on the need for foreign investments and country specific economic development initiatives such as LED strategies that are currently implemented by municipalities. Rostow outlined 5 critical stages that are essential for economic development.

These stages resemble the resilience which has been endured by South Africa since 1994 in which the task for economic development has gradually navigated through economic exclusion of the apartheid legacy to the current emphasis of economic inclusion. In figure 3.3 below, Collier and Hoeffler (1998:339) outlined Rostow's Stages of Economic Development as follows:

Figure 3.3: Rostow's Model of Economic Development Stages



Source: Adapted from Collier and Hoeffler (1998:206)

3.11.1.1 Stage One: The Traditional Society

Traditional society is characterised by traditional methods that are used to generate economy through primitive agricultural systems (Collier and Hoeffler, 1998:71). Agricultural-based economy dominates societies in this stage. The common feature in these societies is that they produce more to satisfy their needs (subsistence farming) than for trading purposes (Lewis, 2012:3) hence, their economies are unsustainable and do not contribute to economic development. Furthermore, Lewis (2012:27) postulated that “traditional societies are known to possess intensive labour and low levels of trading, and a population does not have a scientific perspective on the world and technology”. It can be argued that this situation resembles many rural municipalities in the KZN Province who do not have industries for employment creation have not yet implemented their LED strategies.

3.11.1.2 Stage 2: Pre-conditions for Take Off

Owing to the conditions of the previous stage (traditional society, this stage is noted with sudden change in social values and places more emphasis on economic development. Collier and Hoeffler (1998:206) noted that societies are beginning to work towards restructuring and improving their economies. In essence, societies from poor backgrounds or rural municipalities in the context of this study, begin to shift their focus from agricultural productions to more intensive manufacturing industries that have potentials to steer economic development (Lewis, 2012:24). Rural municipalities may also begin to explore the role of LED in assisting indigent communities with employment opportunities.

3.11.1.3 Stage 3: Take off

Tangible economic development begins to be experienced at this stage. According to Lewis (2012:26), Rostow described this stage “as “a short period of intensive growth, in which industrialisation begins to occur, and workers and institutions become concentrated around a new industry”. At a municipal level, infrastructure development (roads and railways) may be prioritised as a precondition for economic advancement. In the case of local government, the introduction of the democratic order in 1994 brought new development for local municipalities that ensured economic advancement and infrastructure development.

3.11.1.4 Stage 4: Drive to Maturity

At this stage, the prospects for economic advancement begin to spread in societies that aim to accelerate their economies. Binns (2009:61) observed that “this stage takes place over a long period of time, as standards of living rise, the use of technology increases, and the national economy grows and diversifies”. Furthermore, Horby (2008:57) elaborated that “old techniques give way to new ones and the rate of investment is higher than 10% of the national income”. The economy is strong enough to cope with unexpected events such as recession and economic depression (Collier and Hoeffler, 1998:212).

3.11.1.5 Stage 5: The Age of High Mass Consumption

This stage marks a desired situation for developing economies who have successfully established structures for economic development (Horby, 2008:58). In the case of local government, municipalities who have successfully implemented their IDPs, SDBIPs, SDFs and LED strategies are more likely to reach this stage of economic development. During the 1960s,

Rostow believed that Western countries, including the United States, United Kingdom and Australia occupied this stage and flourished their economic endeavours.

3.11.2 Structural Change Economic Development Theory: 1970-1980s

Structural Change Theory was coined by Adam Smith to examine the strides that are undertaken by the underdeveloped countries to invigorate their local economies to match those of the most industrialised countries in the globe (Lewis, 2000:18). During this phase (1970s), the underdeveloped nations reconceptualised the concept of poverty and began to embark on a paradigm shift from traditional to industrialised modes of economic development (Solow, 2000:23).

Adam Smith's philosophy of economic development is conceptualised around four salient features including:

- **Natural Law:** places emphasis of laissez-faire principles in which community economic activities should be isolated from the government's influence so that local communities may maximise profit without being subjected to the country's tariffs and taxes (Solow, 2000:23).
- **Division of Labour:** contributes to the huge improvements in the country's economic productivity. The argument is that individual efforts that are contributed by the labour are the panacea to the country's economic development challenges (Solow, 2000:23).
- **Process of Capital Accumulation:** Adam Smith endorsed the view that capital accumulation should help to enhance skills base of the labour at a country level. This thinking resembles the historical emphasis of the sociologists that different skills at country levels are the prerequisite for economic prosperity and sustainability (Solow, 2000:23).
- **Process of Growth:** Adam Smith observed that the underdeveloped nations and those aspiring to improve their economic growth are likely to experience a certain level of economic growth that is attributed an increase in savings and in foreign and domestic investments. This encourages a widening of market which in turn increases division of labor and thus increases productivity (Solow, 2000:23).

While the philosophical assumptions of the Structural Change Theory reflect the situational scenario of the European model of economic development, the poor countries may emulate some best practices for application at local levels. This lesson is of particular relevancy to the municipalities who are mandated by the Constitution of 1996 to show their commitment towards economic development and sustainability in their areas of jurisdiction. In the case of uThukela District, it can be concluded that the municipality has instituted reasonable structures to accelerate economic development and rescue the citizens who live in poverty. The ensuing discussion focussed on the contributions that can be made by local rural communities to enrich themselves through their self-created economic activities.

3.11.3 Community-Led Rural Development Theory - 1980s – 1990s

The Community-led Rural Development Theory is credited to Glassser and Strauss (1965). This theory focusses on strengthening the development capacity of local communities themselves. However, such theoretical approach is found in the standpoints of Keane and Cinneide who in 1986 named it the community development theory, also known as bottom-up partnership approach. Institutional structures, partnerships, and adjustments are seen as the main way in the process of building these capacities. Institutional adjustment is of particular importance because of linkage between local, regional, and national authorities, since this type of development demands an institutional structure that encourages and responds to initiatives by the “bottom-up principle. The economic development of rural areas will depend on the combination of tangible or material, and non-material stationery resources, as well as on the mutual relations in a local context (Lewis, 2000).

As postulated by Solow, (2000), the Community-led Rural Development Theory assumes that communities develop their local areas through the efficient use of four distinct type of immobile resources. These include social capital, cultural capital, environmental capital, and local knowledge capital (Solow, 2000:29). The author explains that social capital denotes organisations, relations, and networks that facilitate coordinated actions whilst cultural capital entails tradition and custom. On the other hand, environmental capital encompasses the natural environment and built environment whereas local knowledge capital relates to the capacity to generate, build on, and disseminate stocks of knowledge and information (Solow, 2000). How communities and other relevant stakeholders utilise these forms of resources and capital in uThukela District Municipality within the framework of LED is key in this study, in line with the overall purpose of the study which is to identify the role of all the stakeholders and the

municipality in LED implementation, discern challenges and constraints faced in the process, and proffer recommendations.

3.12 Global Perspective of Local Economic Development and Lessons Learnt

Local Economic Development is an outcome-based approach in which municipalities work progressively with their role-players to improve local conditions by using the scarce available resources in their dispositions. To this end, the literature is abuzz with global case studies that demonstrate a successful creation of strong economic foundations for the western and developed countries. Emulating the lessons contained in these case studies can assist South Africa and other developing nations to fight back poverty, inequalities, and unemployment. In summary, these lessons indicate that:

- **United States of America (USA):** The creation of empowerment zones has been pivotal to encourage business development. The strategy adopted by these empowerment zones included the waiving of business tax, thus assisting the unemployed to initiate their business endeavours without the pressure of reimbursing the state. However, most observers have argued that tax related support is not a sustainable relief measure (Meyer, 2014:13).
- **European Union (EU):** Financial support provided by the EU reflect that to develop business undertakings, government in the developing and under developing nations should apply different measures depending on the context in which business financial support is sought. Furthermore, the role of different government tiers is important to render maximum support to the emerging entrepreneurs (Paun, 2015:7).
- **Organisation for Economic Development and Co-operation (OECD):** The OECD advocates for the support of the marginalised and disadvantaged sectors of society. It also encourages governments to prioritise development for the poor by accelerating equitable development. Furthermore, the organisation prioritises seed funding for business start-ups (Paun, 2015:42).
- **United Kingdom (UK)** the case study of the UK regards decentralised economic planning as a symbol to empower indigent communities so that they contribute to sustainable economic growth in their localities. The need to synchronise private and public sector planning and focused financial supports should be prioritised (Meyer, 2014:21).

The lessons learnt from the most developed nations indicate that LED vision cannot be achieved without active engagement between various government institutions and stakeholders, but with greater responsibility falling on the shoulders of local municipalities. Adequate support in the form of government funding and policy implementation are also critical for the success of LED initiatives.

3.13 Chapter Summary

This chapter dealt with LED implementational processes in local government with specific reference to uThukela District Municipality. It is evident from the ensued discussions that the South African local government sphere has undertaken some bold steps to enhance economic growth and achieved some milestones in this regard. While there are challenges that are encountered in the process of improving local economies, uThukela District seems to be one of those municipalities which has created necessary structures that may assist towards LED implementation and benefit its citizenry with employment opportunities. The theoretical framework adopted in the study was key to guide municipalities on the processes that they should observe in order to reach a stage of high economic development and sustainability. The global perspective presented in the chapter further served as a road map that should be emulated by South African municipalities to implement LED initiatives.

Chapter Four

Research Design and Methodology

4.1 Introduction

The previous chapter dealt with the literature review and theoretical foundations of LED. This chapter presents the research methodology and design for the current study. Due to the descriptive nature of the problem being explored in this study, data collection through qualitative methodology was deemed necessary and relevant. It begins with the discussions of the role of research philosophies in social research and the alignment of the current study with the interpretivism philosophy which guided the process of knowledge production in the current study. The chapter also deals with data collection methods, data analysis procedures, and ethical considerations that were observed in collecting and analysing data.

4.2 Research as a Concept

In simple terms, research implies a scientific enquiry that is conducted in order to discover facts and truths about a particular social phenomenon. Rajasekar (2015:164) also opines that "...research is a logical and systematic search for new and useful information on a particular topic". In the context of this study, the purpose was to reveal information about LED implementation in local government and contribute to the body of knowledge in the fields of Public Administration, Public Policy, Social Policy, and other cognate disciplines. The concept of research is also simplified by Kothari (2005:76) as a term used to refer to "an investigation that is conducted in order to find solutions to scientific and social problems through objective and systematic analysis". Other authors, including Kumar (2011:127) explain that research is a method of reasoning, examining critically the relationship between research variables and developing and testing theories that contribute to the advancement of social life. Research methodology is explained below.

4.3 Research Philosophies

Research activity is a scientific activity that is normally based on underlying philosophical assumptions about what constitute a valid knowledge and which method or methodologies are best suited for knowledge production (Kothari, 2005:108). Against this backdrop, Webster (2016:376) states that research philosophy is "a set of common beliefs and agreements shared by researchers regarding how research problems should be understood and addressed". Similarly, Dawson (2010:365) conceptualises research philosophy as the organisation of

beliefs and assumptions about knowledge production and dissemination, using values that are held by researchers in their respective field. Research philosophy connotes ideas of a mental picture or pattern of thought (Wallen and Fraenkel, 2010), and may be viewed as a set of *basic beliefs* ... that deal with how knowledge, reality, and normative values should be studied. For Newby (2013:5) "research philosophy refers to a research culture with a set of beliefs, values, and assumptions that a community of researchers has in common regarding the nature and conduct of research". Similarly, Creswell (2014:152) points out that "a paradigm implies a pattern, structure, and framework or system of scientific and academic ideas, values, and assumptions. Hollstein (2014:3) postulates that it is helpful to link research and philosophical traditions in order to illustrate different research orientations. According to Tashakkori, and Teddlie (2010) the research philosophies are embedded in three major dimensions, including ontology, epistemology, and axiology.

4.3.1 Ontology: explains 'social reality' as a critical aspect that should be reflected in research. This implies that in scientific research, the philosophical position of the researcher should broadly demonstrate the ontological realities about the phenomenon being investigated (Rajasekar, 2015:138). In the case of this study, the ontological stance of the researcher ensured that the study is conducted objectively in order to shed light and conscientise readers about the realities of LED implementation in local government.

4.3.2 Epistemology: refers to the art of knowledge creation. Yin (2009:18) postulates that in research, "*epistemology* reflects the association between researchers as inquirers and the research participants' objects of inquiry, and that this association should reflect to knowledge production". It was also important for the researcher of the current study to report truths about knowledge gained concerning LED practice in local government.

4.3.3 Axiology: describes a branch of philosophy that deals with quality or value in research processes. In essence, axiology purports that the purpose of research is to search for knowledge, and it should be guided by fair and ethical practices (Yin, 2009). In addition, Kothari (2005:298) states that "axiology studies mainly two kinds of values, including ethics and aesthetics. The earlier investigates the notion of "*right*" and "*wrong*" in the research process, while the latter focusses on the role of integrity and honesty in research. The ethical conduct served as a panacea in conducting this study. The ethical considerations that were observed are outlined later in this chapter.

Based on the philosophical research assumptions as discussed above, interpretivism was adopted in this study to guide its objectivity and to promote accuracy in generating research findings. The philosophical positioning of interpretivism in this study is discussed below:

4.4 Interpretivism Research Philosophy

The interpretive research is used by researchers who aspire to make sense of the research phenomenon through exploration or explanation of the subject's meanings, attitudes, perceptions, understandings, and shared values, in a dynamic social context (Myers, 2009:284). Interpretivism is all-encompassing and concomitant with the myriad of methods that can be used by researchers to reach conclusions about the study being perused. The rationale for the adoption of interpretivism in this research was informed by Wolcott, (1994)'s point of view that "academic researchers have started to take a more nuanced stance of research and moved from a positivist to a more interpretivist perspective in order to base research findings from a holistic scholarly approach". In this approach, the reality does not exist "out there" in the world; rather, it is actively created through active interactions between researchers and their subjects in the field. This view is also confirmed in Wallen and Fraenkel, (2011) that in the interpretive tradition, "there are no 'correct' or 'incorrect' methods for knowledge production; instead, researchers should be judged according to how accurate and objective they embark on the research journey". Usually, researchers collect data through an in-depth examination and scrutinization of the phenomenon of interest (Wallen and Fraenkel, 2011). Furthermore, interpretivists are of the view that once the data has been collected, it is not conclusive but rather subjected to more interpretations for objectivity (Meyers, 2009:12).

The key characteristics of interpretivism are, according to Wallen and Fraenkel, (2011:17), and include the facts that:

- **Hermeneutics** emphasise the need of the interpretations of research findings in order to contribute to accurate and reliable forms of knowledge production.
- **Phenomenology** is a philosophical tradition that recognises the importance to experience the world through direct participation in order to experience the phenomenon being investigated.
- **Symbolic interactionism** is a cornerstone for knowledge production. Symbolic interactionism cater for the means through which social reality is constructed.

In the context of this study, interpretivism implied that the quest for knowledge production of LED processes could not be generated through idiosyncratic interpretations possessed by the researcher, rather it necessitated as close co-operations and interactions between the researcher and research subjects. The ontological, epistemological and axiological stance of interpretivism is demonstrated below:

Table: 4.1 Ontology, Epistemology and Axiology in Research

Feature	Description
Purpose of research	The study assessed the processes that are utilised by local government to implement LED policies and strategies with specific reference to uThukela District Municipality in the Province of KwaZulu-Natal (KZN).
Ontology	There are multiple realities. Reality can be explored, and constructed, through human interactions, and meaningful actions. Discover how people make sense of their social worlds in the natural setting by means of daily routines, conversations, and writings while interacting with others around them. These writings could be text and visual pictures. Many social realities exist due to varying human experience, including people's knowledge, views, interpretations and experiences.
Epistemology	Events are understood through the mental processes of interpretation that are influenced by interaction with social contexts. Those active in the research process socially construct knowledge by experiencing the real life or natural settings. Inquirer and the inquired-into are interlocked in an interactive process of talking and listening, reading and writing. More personal, interactive mode of data collection.
Axiology	Processes of data collected by text messages, interviews, and reflective sessions; Research is a product of the values of the researcher.

Source: Adapted from Powell and Walsham (2014:17)

4.5 Research Methodology and Design

According to Creswell (2014:76) research design refers to "a framework of methods and techniques chosen by a researcher to combine various components of research in a reasonably logical manner so that the research problem is efficiently handled". Similarly, for this study, a comprehensive research design was used as a complete plan to connect the conceptual research problems to the relevant realistic research. Through research design, the researcher was able to determine which data and methods were suitable to gather and analyse data. The purpose of using the research design was to establish how the research questions were going to be answered.

4.5.1 Research Methodology

According to Rajasekar (2015:138) research methodology refers to “the study of methods by which knowledge is gained and disseminated in order to construct knowledge. According to Denzin and Lincoln (2005) research methods are determined by the nature of the research objectives and questions and the subject being investigated. For this reason, the methodological approach for the current study was formulated systematically, in order to contribute to the broad understanding of the LED processes and their implementation in local government.

The research philosophy is discussed below:

Creswell (2014:30) identifies three types of research methodologies that researchers may opt to use in solving research problems. These include qualitative, quantitative, and mixed methodologies (Rajasekar, 2015:138). For ease of understanding, these three distinct methodologies are broadly discussed below.

4.5.1.1 Qualitative Research Methodology

Denzin and Lincoln (2005:28) explain qualitative methodology as an all-encompassing research method that relies on interpretative and naturalistic approaches to solving a research problem. This all-encompassing nature of the qualitative methods allows researchers to employ a holistic picture of the phenomenon being pursued (Denzin and Lincoln, 2005:28). For Jonker and Penninks (2010:110), qualitative methodology is understood as a process of getting in-depth understanding of the study, involving open discussions in the form of interviews between the researcher and respondents. In this vein, Henning (2012:202) explains that qualitative methodology is important for, *inter alia*, the following reasons:

- Data collection in qualitative methodology is based on human real-life scenarios and observations.
- Qualitative samples are relatively smaller which save time and costs.
- Researchers are flexible to apply their creativity with data collected through qualitative methods.
- Qualitative data allows for the generalisation of data for drawing conclusions.
- Open-ended discussions between researchers and respondents in qualitative methodology ensure in-depth interrogation of the phenomena being investigated in the study.

In line with the philosophical underpinning of this study (interpretivism), “qualitative researchers study phenomena in their natural settings, attempting to make sense of, or interpreting phenomena in terms of the meanings people bring to them” (Maree, 2016:200). Owing to these characteristics and strengths, a qualitative research approach was adopted as the methodology for this study because it was deemed relevant to contributing to knowledge based on LED implementation in local government, as it allowed the researcher to interact with respondents in the physical environment during the data collection stage of the study. The strength of qualitative methodology is also endorsed in Denzin and Lincoln (2005:10) that qualitative methodology places emphasis on the qualities of entities and on processes and meanings that are not experimentally examined or measured.

4.5.1.2 Quantitative Research Methodology

Quantitative methodology is also known as ‘empiricism’ and is closely associated with scientific methods that are used in the physical and natural sciences (Yin, 2009:28). In many instances, quantitative tradition places more emphasis on the prediction and use of numeric and statistics to prove or disprove a hypothesis. This method uses strict control of variables and the focus is on static reality (Rogerson, 2015:63). Contrary to the phenomenological nature of the qualitative methodology, quantitative research “is based on determining facts, demonstrating relationships between variables, and predicting outcomes” (Henning (2012:32). Furthermore, quantitative research uses methods from the natural sciences that are designed to ensure objectivity, generalisability, and reliability - which is contrary to qualitative traditions (Weinreich, 2009). According to Maree (2016:162), quantitative research is defined as a process of collecting data using some forms of numeric or statistics from the selected sub-group of population with the purpose of reaching conclusions about the phenomena being investigated in the study. Moreover, the designs in quantitative methodology are experimental and non-experimental. The distinctions between qualitative and quantitative are highlighted in the table below.

Table: 4.2 Distinctions Between Qualitative and Quantitative Methodologies

Quantitative Research Methodology	Qualitative Research Methodology
Aims to identify, classify, tabulate, and tally research variables and interpret them through statistical models in order to explain what is being investigated in the study.	Aims to provide a comprehensive detail of the phenomenon being investigated in the comprehensive study.
The researcher has preconceived ideas or information of what need to be studied.	The researcher has an incomplete picture of what needs to be studied. The researcher may only know details of the research problem when interacting with research subjects in the field.
May commence at the latter phases of the study.	May commence in the earlier phases of the study.
All research aspects are planned and organised before data collection.	The research design may be identified as the study progresses.
Research questionnaires are used as a primary data collection instrument.	Researcher is a data collection instrument.
Data is presented numerically and statistically.	Data are in the form of words, pictures, objects or diagrams.
Seeks to measure and analyse variables.	Seeks to interpret events, and individuals' perceptions of the phenomenon being studied.
The strength of quantitative methodology lies with its ability to test hypotheses, but may miss contextual detail of the phenomenon being studied.	Qualitative data are richer. However, they are time consuming and cannot be generalised.
The researcher tends to remain separated from the subject matter objectively.	The researcher tends to become immersed in the subject matter subjectively.

Source: Adapted from Neill (2007)

Neill (2000)'s diagram reflected in the above table demonstrates rich practices that are incorporated in both quantitative and qualitative methodologies.

4.5.1.3 Mixed Research Methodology

Creswell (2014:14) rationalises that mixed methodology is "...both a methodology and a technique to carry out a study that involves the collection, analysis and integration of both quantitative and qualitative research in a single study or inquiry". Similar to this vein, Bless and Higson-Smith (2013:163) state that the objective of mixed methodology is to combine both

quantitative and qualitative approaches in a single study so as to give a better understanding of research problems than either approach alone. This research methodology is informed by Yin (2000:98)'s observation that "...one data resource may not be enough arrive at the solid findings and conclusions". The stance of mixed methodology is also endorsed in Du Plooy-Cilliers, *et al* (2014:229). It is of paramount importance to use mixed methods if the study needs in-depth information and/or understanding because it will use qualitative and quantitative methods. The advantages of mixed method are as follows:

- It employs both approaches to create a research outcome stronger than a single method like qualitative or quantitative
- It explores more complex aspects of research
- By using the mixed method information is more easily accessible whether the population is large or not
- It uses empirical integration of qualitative and quantitative methods.

Harvey (2012:309) describes the combination of quantitative and qualitative methodologies as multimethodology which uses multiple data formats to answer a research problem. The strategy adopted in conducting this study is discussed below:

4.6 Case Study Research Design and Strategy

Research Strategy is explained by Creswell (2014:101) as a step-by-step plan of action that gives researchers direction on how to execute a research plan systematically in order to produce quality findings. The case study strategy was adopted in this research. The purpose of the case study is to provide an in-depth investigation of a specific institution or organisation used in the study. In this study, uThukela District Municipality was used as a case study. Creswell (2014:209) explains that "in case study research generally, information is sought from different sources and through the use of different types of data such as observations, survey, interviews, and analysis of documents". In the case of this study, qualitative interviews through structured and semi structured interviews were conducted in order to solicit information pertaining to LED planning and implementation in local government with specific reference to uThukela.

Case studies are generally associated with qualitative research, but can also be used as a method of inquiry employing a positivist epistemology and ontology (Yin, 2009). Furthermore, Oates (2006:156, 299) explains that it is plausible to apply different research strategies that are joined to a particular philosophical paradigm. For example, case study research is mostly linked to

interpretive research but can also be found in critical and positivist research. Yin (2009) warns against confusing case studies with qualitative methods using the ethnographic method, which is derived from cultural anthropology. In studying organisations these methods might help the researchers to extract cultural knowledge, and identify actions and instruments that participants utilise in their everyday life (Schwartzman, 1993; Prasad, 1997). The case study, as a research strategy, should encompass specific techniques for collecting and analysing data, directed by clearly stated theoretical assumptions. Furthermore, data should be collected from different sources and its integrity should be ensured.

4.7 Data Collection Instruments

Proper data collection and analysis strategies are essential to demonstrate how research problems were addressed in reaching conclusive findings for the study. The researcher of the current study collected qualitative data through interviews from municipal officials of uThukela District Municipality. Interviews were collected during official working hours within the offices of the municipality. Yin (2015:64) explains that a well-executed data collection process should involve the following key aspects:

- **Validity:** collected data should measure what is intended by the study under investigation.
- **Reliability:** the data should be collected in a manner that is consistent and observes ethical consideration as prescribed in social sciences.
- **Precision:** the data should be complete and incorporate all elements that are investigated in the study.
- **Integrity:** all forms of biasness should be avoided during the data collection phase of the study.
- **Timeliness:** The data should be updated reflecting accurate and contemporary information about the problem investigated in the study.

The ensuing discussions focus on the data collection strategies that are applicable in both qualitative and quantitative methodologies.

4.8 Research Interviews as data Collection Strategy in Qualitative Research

Research interviews are the common data collection technique in qualitative research methods. Yin (2009:87) explains research interviews as a formal or informal arrangement between the interviewer and interviewee in which the earlier asks questions about the phenomenon investigated in the study, while the latter responds to those questions using his/her perception of the phenomenon. Bless and Higson-Smith (2013:336) note that "interviews are methods of gathering information through oral quiz using a set of preplanner core questions". Neuman (2007:23) states that "the interview is an important data gathering technique involving verbal communication between the researcher and the subject, and interviews are commonly used in survey designs and in exploratory and descriptive studies". There are a range of approaches to interviewing, ranging from structured to unstructured and semi-structured.

4.8.1 Structured Interviews

Structured interviews allow the researcher (interviewer) to ask all his/her respondents the same questions in the same manner. These questions contained in the structured interview schedule are pre-planned and the researcher may expect a specific type of response from respondents (Sekaran and Bougie, 2013:154). In addition, the questions in a structured interview may be phrased in such a way that a limited range of responses is elicited. Bless and Higson-Smith's (2013:339) structured interviews use close-ended questions where the possible answers are defined in advance so that the respondent is limited to one of the pre-coded responses. In the case of this study, structured questions were posed in a manner that respondents reveal accurate and precise information about LED implementation in uThukela District Municipality.

4.8.2 Unstructured Interviews

In unstructured interviews, there is no sequence or order of asking questions to the respondents. Respondents are afforded an opportunity to express their views and opinions as much as they can. Bless and Higson-Smith (2013:87) state that "unstructured interviews have very little or no structure at all, and that the interviewer approaches the interview with the aim of discussing a limited number of topics, sometimes as few as one or two". The interviewer in an unstructured interview seeks to discover an in-depth information about the research problem but has no preconceived plan or structure as to how the interview should unfold.

4.8.3 Semi-Structured Interviews

The semi-structured interview may use a combination of a structured and unstructured format of asking questions to the respondents. The open-ended nature of the question explores the topic under investigation and allows all parties involved in the interview process to deliberate on the research problem in more detail. In areas of confusion to the interviewee, the interviewer may step in and provide clarity (Yin, 2009), by the use of probes or prompts to assist the interviewee's responses (Creswell, 2014:128). While the interviews for this study were structured, the researcher also utilised semi-structured interviews which allowed the flexibility to the respondents to elaborate on their answers without being limited.

4.9 Focus Group Discussions

According to Rowley, (2014:167), a focus group is "...a technique involving the use of in-depth group interviews in which participants are selected because they are a purposive, although not necessarily a representative sampling of a specific population; this group being focused on a given topic". Rowley (2014:168) defines a focus group interview as "...a carefully planned discussion designed to obtain perceptions in a defined area of interest in a permissive, non-threatening environment". According to Rowley (2014:169), "this type of interview will both yield a more diversified array of responses, and afford a more extended basis for designing systematic research into the situation at hand".

4.10 Research Questionnaires as Data Collection Strategy in Quantitative Research

Quantitative data collection methods produce statistical findings that are easy to analyse and generalise (Bless and Higson-Smith, 2013:87). Most importantly, Quantitative research is concerned with testing hypotheses derived from the estimation of the phenomenon of interest to the researcher (Tashakori, and Teddlie, 2010:18). The ensuing discussion covers questionnaires as a common data collection strategy in quantitative methodology.

4.10.1 Research Questionnaires

A questionnaire refers to the set of questions designed to solicit statistical information about a particular subject. The Oxford Advanced Learners' Dictionary (1997:952) defines a questionnaire as a written or printed list of questions to be answered by a number of people, especially as part of a survey. The information extracted from the University of Bolton (2018) reveals that, designing a questionnaire is an intricate process that is time-consuming and that the relevancy of collected information may be determined by the quality of the questionnaire.

Sekaran and Bougie (2013:126) note that "A questionnaire has the advantage of taking it to a wider audience compared to interviews, but has a disadvantage of not being possible to customise it to individuals as is possible with other methods of data collection". Due to the methodological approach (qualitative methodology) of this study, it was not recommended to use questionnaires. Interviews were used instead.

The description research participants and procedures used to identify them in this study is discussed under the research sampling below:

4.11 Research Sampling

Research sampling is imperative to determine a required number of research participants for the study and the manner that is used to identify those participants. A sample refers to the selected number of research participants who are selected from a general population in order to represent the population of the study (Babie and Mouton, 2001:298). De Vos, Strydom, Fouche and Delport (2011:222) explain that "the term sample always implies the simultaneous existence of a population or universe of which the sample is a smaller section, or a set of individuals selected from a population". A specific number of samples should be targeted for the study because it would be impossible to engage the entire population in the study. Henning (2012:85) confirms that sampling is a process of selecting research participants based on the format deemed necessary by the researcher. Determining a sample size in order to extract sufficient data for statistical analysis is in many instances an overwhelming exercise for researchers. For this reason, Creswell (2014:222) suggests that researchers consider the aspect of considering the level of precision and levels of confidence or risk that they intend to take and the degree of variability in the attributes being measured. Researchers distinguish between two types of sampling, namely probability and non-probability sampling.

4.11.1 Probability Sampling

Probability sampling refers to a type of sampling in which it is imperative that each element in the population is given an *equal* and *independent* chance of being selected for participation in the study (Bougie and Sekaran, 2013:209). Equal and independent chance implies that respondent's selection is not influenced by other characteristics such as gender, geographical location, racial background, level of education, or income status. This type of sampling is generally used in quantitative methodologies.

There are three commonly used types of random sampling design.

4.11.2.1 Accidental Sampling

Accidental sampling is also described as convenient, availability, or haphazard sampling. Rubin and Babbie (2005:245) add that participants of accidental sampling are those who are the nearest or closest to the researcher's convenience. Yin (2009:172) explains that any respondent who happens to cross the researcher's path and has anything to do with the phenomenon being investigated is included for participation in the study.

4.11.2.2 Quota Sampling

Quota sampling involves identifying research participant in their designated 'quotas or categories' of the research population. The categories can include specific attributes such as gender, age, occupation and any other attributes (De Vos *et al*, 2011:230). Babbie and Mouton (2001:127) explain that "the sample size or quotas to be taken from each category are usually selected in proportions to the category size, and sample elements are then collected randomly". Henning (2012:184) warns that researchers using this type of sampling should take note to avoid biasness that is very possible when selecting samples in this sampling technique.

4.11.2.3 Purposive Sampling

Purpose sampling is also described as judgemental sampling (De Vos *et al*, 2011:232), because the selection of research participants rests totally with the researcher conducting the study. In purposive sampling, the selected respondents may consist the characteristics that serve the purpose of the study (De Vos *et al*, 2011:232). For this reason, purposive sampling was deemed relevant to select participants for this study. The researcher of the current study identified the most suitable participants through purpose sampling. These participants were recruited from uThukela District Municipality based on their familiarity with LED planning and implementation. They included Municipal Manager, LED Manager, IDP Manager, Public Participation manager, Ward Councillors, Ward Committee Members, and Emerging Entrepreneurs of uThukela District Municipality.

4.12 Data Analysis Procedures

Mouton and Marais (1991) describe "data analysis as the process whereby a phenomenon is broken down into its constituent parts in order for it to be understood better". Owing to the interpretivist paradigm that requires researchers to create social reality through interpreting

respondents' attitudes, perceptions, and shared values about the world, thematic analysis procedure was used to analyse findings for this study.

4.12.1 Thematic Data Analysis

Thematic analysis was used as a method of analysis to analyse data collected through structured and semi-structured interviews. According to Braun and Clarke (2006) as cited in Vaismoradi *et al* (2013:np), thematic analysis is "a method for identifying, analyzing, and reporting patterns (themes) within data" which "provides core skills to researchers for conducting many other forms of qualitative analysis".

Thematic data analysis was used to analyse the data solicited through interviews in this study. Procedurally, Creswell and Clark (2007:2) explain that thematic analysis starts with transcribing collected data and listing "patterns of experiences" through paraphrasing quotes and sifting common ideas. The next step involves the identification of "classified patterns" before combining and cataloguing "patterns into sub-themes" (Creswell and Clark (2007:2). Lastly, the researcher may "build valid arguments for choosing themes" in a way that "helps the reader to comprehend the process, understanding, and motivation of the interviewer" (Creswell and Clark, 2007:2). Similarly, Howitt and Crammer (2011) identify the following steps as necessary in thematic analysis, namely familiarising yourself with data; generating initial codes; searching and reviewing themes and policies; defining and naming themes; and producing the research report. For this study, the data collected from interviews were analysed through the categorisation of themes in a way that is in line with the research questions and consistent with them.

4.13 Data Control Procedures

The traditional criteria for ensuring the credibility of research data objectivity, reliability, and validity are used in scientific and experimental studies because they are often based on standardised instruments and can be assessed in a relatively straightforward manner. In contrast, qualitative studies are usually not based upon standardised instruments and they often utilise smaller, non-random samples. Therefore, these evaluation criteria cannot be applied strictly to the qualitative paradigm, particularly when the researcher is more interested in questioning and understanding the meaning and interpretation of phenomena.

4.14.2 Informed Consent

According to Pera and Van Tonder (2011:333) informed consent responds to the idea of freedom and independence of the researchers to decide whether to participate or not in the study. For this study, its participants were given background information about the nature of the study under investigation, its objectives, and the needs for their participation .

Informed consent is also conceptualised by Yin (2009:85) as the key ethical subject in conducting research and is the means to obtain the right of participants to participate in the study. It is also a normative standard for voluntary participation of the research subjects (Babbie, 2014:66). Before the commencement of interview sessions, respondents were asked to sign the informed consent as an indication of their willingness to participate in the study. The informed consent for this study is attached as annexure 2 in this study.

4.14.3 Anonymity and Confidentiality

According to Babbie and Mouton (2001:271) advice that that no information provided by the participant during the data collection stage should be disclosed to other audiences unless prior consent to do so has been issued. Furthermore, Babbie (2014:68) notes that it is the responsibility of the researcher to protect identities of the research participants. In essence, the issue of confidentiality and anonymity is closely associated with the right to respect dignity (Fouka and Mantzourou, 2018:19). In the case of this study, privacy was highly assured and participants signed the informed consent as an indication of their voluntary participation in the study.

4.14.4 Avoiding Harm to Research Participants

During data collection process, research participants' lives should not be exposed to any risk because of their participation in the study. Fouka and Mantzourou (2018:11) further note that avoiding harm to respondents involves adhering to professional and ethical principles of social research. For this study, there were no experiments and activities that exposed participants to risk situations.

4.15 Chapter Summary

This chapter covered the research design and research methodology used to answer the research question. The chapter broadly discussed the mixed method approach, and qualitative and

quantitative approaches, and detailed the differences between the two approaches, as well as the paradigms underpinning the chosen approach. It further presented the sample that was selected, data collection methods, and sampling procedures used to collect data in this study. It also presented data quality control and analysis techniques used in this study. The study concluded by highlighting the key ethical principles relevant to this study. The succeeding chapter centers on data analysis and interpretation and presentation techniques in answering the research questions.

Chapter Five

Data Presentation, Analysis and Interpretations

5.1 Introduction

The previous chapter outlined a detailed research design and methodology that was used by the researcher to collect data for this current study. Owing to the exploratory nature of the study, qualitative methodology was considered a relevant methodology for answering the research problem for this study. This chapter is rooted on three key aspects, namely, data presentation, analysis, and interpretation of qualitative findings. Following the thematic analysis procedure, the data was transcribed and coded according to the thematic areas which are then interpreted and analysed in line with the objective that guided the study.

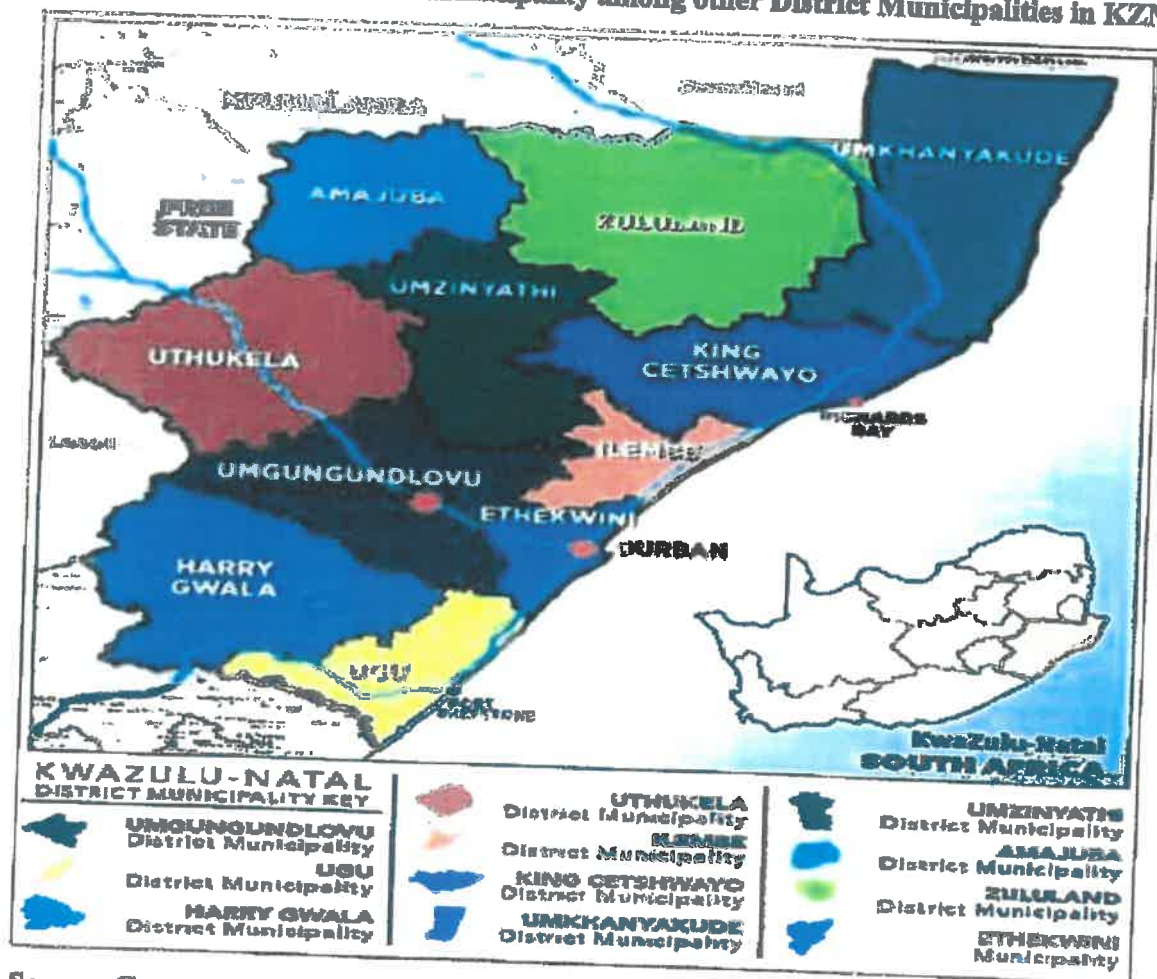
5.2 Case Context of uThukela District Municipality and Documentary Evidence

As reported in the introductory chapter of this study, uThukela District Municipality was used as a case study to ascertain what has been undertaken by the municipality to implement its LED strategy in order to alleviate poverty and to contribute to the economic prosperity of communities. In terms of the geographical context, the municipality is located in the greater city of Ladysmith in the KZN Province and is surrounded by the Amajuba and uMzinyathi District Municipalities. The establishment of the municipality is in line with the recommendations of the Local Government Municipal Structures Act 117 of 1998 that require the country to be demarcated into municipalities (RSA, 1998). To this end, South Africa consists of 257 municipalities that are categorised into local, district, and metropolitan municipalities (South African Year-Book, 2015:306). In this categorisation, uThukela is classified as a 'Category C or District Municipality'. The municipality was named after the uThukela River, which flows from the major areas of the KZN to Gauteng Province (uThukela District, IDP 2018-2019).

The cases of poverty, joblessness, and service delivery backlogs are synonymous with the socio-economic challenges that are experienced by other parts of the KZN Province. In addition, the analysis of the socio-economic challenges that engulf uThukela District Municipality reveal that the process of local government restructuring and transformation which began in 1995 has somehow produced positive outcomes for the economic outlook of the district municipality (COGTA, 2013:23). This analysis is informed by a number of formal and informal economic activities that have been created and supported by the municipality,

including SMMEs, co-operatives, and many Memorandums of Understandings (MoUs) that show the strategic partnerships between the municipality and other government institutions. The combination of the strong institutional capacity of the municipality and strategic partnership with its many stakeholders place the municipality at a positive trajectory for the sustainable socio-economic development (uThukela Draft District Growth and Development Plan, 2015). In addition, while there are teething challenges facing the LED strategy of the municipality, its synergies with broader provincial and national economic policies and frameworks is commended. The map showing district municipalities in KZN, including uThukela District Municipality, is shown in figure 5.1 below:

Figure 5.1 uThukela District Municipality among other District Municipalities in KZN



Source: Co-operate Governance and Traditional Affairs (2018)

5.3 Qualitative Data Presentation

The findings solicited through qualitative structured and semi-structured interviews with the LED municipal officials is presented in this section. Through purposive sampling, a total of 16 research participants were identified for participation in the study. The ensuing discussion describes the nature of research participants in relation to their LED implementation responsibilities in uThukela District Municipality.

Municipal Manager: deals with administrative operations of uThukela District Municipality and is accountable for the tasks and functions that are provided by Local Government Municipal Systems Act 32 of 2000, including overseeing service delivery and socio-economic aspects of the municipality (RSA, 2000). It was necessary for this study to solicit an insight of how the municipality co-ordinates its service delivery processes and the implementation of LED.

LED Manager: is responsible for improving the economic profile of uThukela District Municipality by promoting new business establishments in the area, encouraging the culture of entrepreneurship, and the co-ordination of programmes and projects for poverty alleviation. Depending on the availability of resources, the LED manager may also harness employment opportunities in the municipal area of jurisdiction (Van der Walddt, *et al* 2014).

IDP Manager: is responsible for co-ordinating IDP drafts and reviews of uThukela District Municipality and to ensure that service delivery and socio-economic development strategies that are contained in the IDP documents are prioritised and implemented (Van der Walddt, *et al* 2014).

Public Participation Manager: the principal objective of public participation manager in uThukela District Municipality is to facilitate local democracy by mobilising various municipal stakeholders towards service delivery planning in the municipal area of jurisdiction (IDP, 2017). Some of these stakeholders are also involved directly in the planning of socio-economic activities in the municipal area of jurisdiction, guided by the principles of good governance that promote openness, transparency, and the rule of law. The public participation manager builds community networks that are destined to place the municipality at another level of socio-economic development (Zondi, and Reddy, 2016).

Ward Councillors: In constitutional democracies, ward councillors are democratically elected by communities to represent their socio-economic aspirations (Zondi and Reddy, 2016). In the

case of uThukela District Municipality, ward councillors are affiliated to ANC, IFP, EFF and DA. Their primary mandate is to engage with communities in groups on a wide range of issues including service delivery, social-wellbeing, policy implementation debates, and many other issues (IDP, 2017).

Ward Committee Members: are the first point of contact in the communities of uThukela District Municipality. They are the non-partisan structures whose sole mandate is to liaise with communities and communicate their concerns to the ward councillor for further transmission to the municipal council (Van der Waldt, et al, 2014).

Emerging Entrepreneurs: These are the local citizens who participate in various informal business establishments in the communities of uThukela District Municipality (IDP, 2017). Their input in this study was necessary to gauge efficiency and effectiveness of LED implementation in the uThukela District Municipality.

The qualitative interviews were conducted over a period of three months with the above-mentioned LED stakeholders in the uThukela District. The questions were structured in a manner that sought to develop an in-depth understanding of factors that affect LED implementation in the municipality. This information was required in order to draw conclusions about the efficiency of the LED strategy of the municipality and to submit recommendations for future improvements. The findings (which are discussed later in this chapter) indicated that, while there are challenges affecting LED implementation, the municipality has the potential to steer its economic development due to its well-established structures and policies.

Table 5.2 Interactions between Emerging Themes and Sub-themes with Research Objectives and Research Questions

Research Objective One	Research Objective Two	Research Objective Three	Research Objective Four	Research Objective Five
To assess the role of local government in general, and uThukela District Municipality in particular, in the planning and implementation of LED initiatives.	To examine the extent to which uThukela District Municipality aligns its economic development operations with local government's legislative framework and other provincial and national imperatives on economic development.	To critique the role played by municipal external stakeholders including private and business sectors in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality.	To investigate the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes.	To suggest recommendations on how South African rural Municipalities in general and uThukela District Municipality in particular, can enhance the implementation of their LED programmes.
Research Question One	Research Question Two	Research Question Three	Research Question Four	Research Question Five
How does local government in general, and uThukela District Municipality in particular, execute its roles in the planning and implementation of LED initiatives?	To what extent does uThukela District Municipality align its economic development operations with local government legislative framework and other provincial and national imperatives on economic development?	What is the role played by municipal external stakeholders including private and business sectors in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality?	What are the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes?	What are the recommendations that can be suggested to improve LED implementation in the South African rural Municipalities in general and uThukela District in particular?
Emerging Theme One	Emerging Theme Two	Emerging Theme Three	Emerging Theme Four	Emerging Theme Five
Identification of relevant economic development initiatives for communities	Practice of intergovernmental relations in the quest for economic development	Compliance and adherence to regulations and policy frameworks	Capacity deficiencies, and human and financial resources constraints	Responsible utilisation of scarce resources, capacity building, monitoring and evaluation, public participation, and good governance
Sub-theme	Sub-theme	Sub-theme	Sub-theme	Sub-theme
Economic diversification	Sectoral synergies	Advisory roles	Resource mobilisations	Responsible local government

Table 5.3: Interaction between the theoretical framework of the study and qualitative data

Theory	Core tenets of the theory	Qualitative Data
Rostow's Stages of Economic Development - 1960s	Economic development through sequential stages	Progressive improvement of economic development over the previous 10 years, active stakeholder engagement to ensure gradual economic development, rapid spread of industries and reliance on agricultural productions as community livelihood strategies, monitoring and evaluation, emphasis on municipal innovation as a catalyst for economic development.
	European model of economic development	Institutional financial feasibility is on the trajectory to match international standards, and internalisation.
Structural Change Economic Development theory - 1970's	Division of Labour	Workforce in the municipal areas of jurisdiction contributes to the health financial base of the municipality.
	Accumulation of capital	Good financial standing of the municipality relates to the levies and various user charges that are contributed by the working class of the municipality.
Community-Led Rural Development Theory - 1980s - 1990s	Community development initiatives	The speeding of SMMEs, co-operatives, and various forms of informal economy in the municipal area, symbolized the element of economic self-sufficiency from the side of communities.

The findings demonstrated correlations between the theoretical underpinnings of the study and qualitative findings. These symbolise relevancy of the theory that was selected to guide the study. This implies that the researcher of the current study was able to blend theory and the practical aspect of LED in local government and to ensure that the depth of the study produces academic knowledge rather than journalistic contribution. For Yin (2015), researchers doing qualitative studies must make concerted efforts that their empirical findings confirm literature and theoretical propositions.

5.4 Data Analysis and Interpretation

Creswell, (2014:128) states that data analysis deals with the co-ordination of data sets in a manner that produces themes and further clarifies how those data sets respond to the research objectives of the study. Other authors, including Saunders, *et al*, (2012:668) define data presentation and analysis as “a process of gathering and scrutinising qualitative data. This stage of the process also involves further sub processes which are: data reduction, data display, and drawing and verification of conclusions”. This process was also applied in this study in order to make a meaningful contribution in terms of addressing the research problem and to make a sound conclusion about LED implementation in the uThukela District Municipality.

The next section presents the matrixes emanating from the data collected during the qualitative interviews. In doing so, the researcher applied a systematic approach to ensure accurate reporting and analysis of findings. For this reason, it was necessary to adopt Scott and Usher (2011:89)’s emphasis postulating that a typical qualitative analytical approach may include coding or classifying field note. For this study, the researcher coded field notes as they were, without altering the meanings of research participants. The strategy to probe respondents and repeating their responses was adopted in order to ensure that the field activities which were recorded were being understood in a similar way. Furthermore, owing to the interpretivism philosophy which guided the current study, precautionary measures were taken to promote efficient and accurate reporting. The analysis of findings is tabulated in the matrices below.

Matrix 5.4.4.1: The Role of uThukela District Municipality in the Implementation of Local Economic Development Programmes

Variable	Responses	Source
Role of the municipality in the implementation of LED Programmes	<i>"...the municipality has responsibility of ensuring that the environment is conducive for the success of the LED programmes and projects. LED programmes will only be successful and beneficial if they are properly implemented and coordinated by the Municipality".</i>	MO 2, 3, 7 and 12
	<i>"...the uThukela District Municipality establishes forums to interlink LED and stakeholders and it also create awareness regarding economic development Agencies and economic opportunities to the public especially the youth".</i>	MO 1, 3, 8, 10, and 12
	<i>"...one of the roles of the municipality is to make sure that the strategic plans and LED projects are adequately aligned with the vision of economic development in the municipality".</i>	MO 2, and 5
	<i>"...the municipality encourages youth and adults to attend community meetings so that they can raise their opinions about how people should be assisted to start their businesses"</i>	EE 1, EE2, EE3

Source: Research Empirical Data, 2019

Matrix 5.4.4.1 responds to objective one of the current study. The findings pointed to the positive role that is played by uThukela District Municipality in the implementation of LED in order to bring relief to its citizens who live in poverty. Generally, municipalities are expected to play a leading role in the implementation of LED programmes. In addition, municipalities must formulate accurate and efficient strategies that are equal to the task of poverty alleviation. These findings confirm the literature of the current study which demonstrated various strides which are undertaken by uThukela District Municipality to implement LED in order to alleviate poverty levels in the area. These strategies include the promotion of SMMEs, co-operatives, and various informal economic activities. In addition, Van der Waldt (2014) concurs with these findings by pointing out that *"government's framework for stimulating local economy clearly indicates the need for sustainable investment programmes and municipalities have a large responsibility to seeing that LED programmes are implemented"*. The theoretical framework of the study also attested to the role that should be played by government institutions in the implementation of LED programmes.

Matrix 5.4.4.2: Application of Local Government Legislation in the implementation of Local Economic Development in uThukela District Municipality

Variable	Responses	Source
Local government legislation and LED implementation in uThukela District Municipality	<i>"...the municipality is guided by relevant legislation that promote economic development. These policies avoid any form of constitutional deviations and unregulated practices"</i>	MO 2, 5, 6 and 12
	<i>"...the inclusion of oversight structures, communities and civil societies in the municipal operations ensures that everything pertaining to service delivery and economic development is done in accordance with the law"</i>	MO 1, 2, 7, 9, and 3
	<i>"...lack of policy expertise in the municipality couple with political interference, the administration processes including policy planning is sometimes a complicated exercise in the municipality."</i>	MO1, 3, 5, 6 and 7

Source: Research Empirical Data, 2019

In line with objective 2 of this study, the findings demonstrated that the municipality is cognisant of local government policies that should be observed in the planning and implementation of LED. These findings are confirmed by the literature of the study which describe many policy initiatives that guide LED implementation in uThukela District Municipality. The ability of local government to enforce legislative policies is enshrined in the Constitution (RSA, 1996) which postulates that "the legislative authority of the local sphere of government is vested in the municipal councils". To this end, local government in South Africa, including uThukela District, is regulated by policies that seeks to improve socio-economic conditions for local communities. For example, the alignment between the municipal SDF and SDBIP with PGDP/PGDS is an indication that the uThukela District is in a positive trajectory towards economic development and alleviation of poverty. The findings also demonstrated that the lack of capacity for policy implementation and political interference with administrative processes of the municipality may in the long run affect the efficiency of the municipality. Rostow's Economic Development Model which is discussed in Chapter 3 for this study is eloquent in describing the role of policy development and implementation towards economic growth and sustainability.

Matrix 5.4.4.3 Role of the Municipal Stakeholders in the Implementation of Local Economic Development in uThukela District Municipality

Variable	Responses	Source
Role of the Municipal stakeholders (private and business sectors) and NGO in the Implementation of LED in uThukela District	<p><i>".... strategic partnerships with many different internal and external stakeholders in LED planning have begun to bear positive results for the municipality. Their roles are to advice the municipality about the protocol and further to assist the municipality to mobilise resources that are essential for promoting business ventures, employment opportunities and the enhancement of skills for illiterate adult citizens and unemployed youth...."</i></p> <p><i>".... business Owners in uThukela play their role in promoting and mentoring new business establishments for emerging entrepreneurs. However, the lack of skills and the culture of entrepreneurship among our communities is always a challenge that contribute to the unsustainability and collapse of new business establishments in the uThukela...."</i></p>	<p>MO, 2, 5, 10</p> <p>MO 1, 2, 7, 9, 3, EE2, EE4</p>

Source: Research Empirical Data, 2019

In line with objective 3 of this study, it can be deduced that there is a potential for uThukela District Municipality to drive the socio-economic mandate of local government successfully and to alleviate poverty. This view stems from findings pointing to the progressive partnerships between the municipality and various stakeholders that work towards implementing LED in the municipality. The findings revealed that the external stakeholders, including private, business sectors, and other interested parties, serve as oversight structures in ensuring that protocols are observed in the process of implementing LED policies. Other authors, including Van der Waldt (2018:163), believe that political will in municipalities is essential to incorporate the diversity of opinions improving local government operations such as LED. In this vein, Van der Waldt, (2018) pointed out that municipalities should drive LED implementation and encourage participation of other stakeholders, including business and private sectors, national and provincial governments, and civil society organisations. These findings are also confirmed by Rostow's Economic Development Model (as adopted in this study) which purports the role of stakeholder engagement in the quest for economic planning and sustainability.

Matrix 5.4.4.4 Challenges and Constraints Experienced by uThukela District in the Implementation of local Economic Strategy

Variable	Responses	Source
LED challenges and constraints in uThukela District Municipality	<i>".... scarcity of resources to accommodate every citizen of the municipality is a challenge. At times, you find that the municipality has to cater for things that were not part of the budget allocation, for example, natural disasters that cost a lot of money from the municipality..."</i>	MO 1, 3, 5 and 7
	<i>".... Lack of communication between the municipality and communities is another thing that should be corrected. Communities have tendencies of not attending ward meetings where service delivery issues are deliberated and resort to protests should they experience problems in their communities".</i>	MO 2, 4, 5, and 9
	<i>"...Financial resources are not always available to boost small businesses and farmers who always knock at the doors of the municipality for financial support".</i>	MO 1, 4, 7, 8 and 9

Source: Research Empirical Data, 2019

In line with objective 4 of this study, the findings revealed that, while the municipality is in a positive trajectory towards LED implementation, there are several challenges that seem to hamper its socio-economic mandate. The findings indicated that such challenges are not peculiar to those experiences by other municipalities across South Africa. For example, poor public participation by citizens in local government affairs, failure by municipalities to collect levies, poor funding models utilised by the central government and many other dynamics are the threats that are experienced by uThukela District Municipality. These challenges are also alluded to by Van der Waldt (2018:166) that "in addition to many responsibilities that are assigned to local government by the democratic dispensation, many municipalities face high levels of poverty and unemployment, limited public sector participation in economic development initiatives, lack of business support, and the lack of articulation between the formal business sector and emerging entrepreneurs"

Matrix 5.4.4.5 Processes and Procedures of Local economic Development Implementation in uThukela District Municipality

Variable	Responses	Source
LED processes and Procedures for LED implementation in uThukela District	<p><i>"... Whenever a community development project is established, the first step involves engaging communities in order to understand their perceptions and to ascertain whether that project meets their expectations. It is essential that socio-economic development projects address community needs and contribute to their socio-economic aspirations...."</i></p> <p><i>"...The processes and procedure involve the incorporation of LED projects and programmes into the Municipal IDP and SDBIP and to ensure that communities and funders are invited to participate in the planning processes". Public input and robust debates between the political parties constituting the municipal council are important to consider when planning any service delivery programme in the municipality.</i></p>	<p>MO1, EE2 and EE4</p> <p>EE 2, MO 1, 7, 4 and 8</p>

Source: Research Empirical Data, 2019

The findings in matrix 5.4.4.5 demonstrated that uThukela Municipality is guided by policies and various protocols that are observed in the implementation of LED and service delivery programmes and projects. The role of effective planning of LED programme was one the aspects that featured more prominently in the findings of the study. There was a general consensus from many participants of the study that the failure of LED and other service delivery programmes in LED stem from poor communication between citizens and municipalities. This view is also shared in Mdlalose (2016:v) that "Public participation and consultation remain an integral tool used by the state to communicate and interact with citizens on the ground, especially about services and programmes to be provided to communities". These findings further demonstrate that uThukela is in compliance with many legislative imperatives that are key for successful socio-economic development.

Matrix 5.4.4.6 Commitment of uThukela District Municipality towards Promotion of Socio-economic Development

Variable	Responses	Source
Commitment of the Municipality to promote socio-economic development	<i>"...the Municipality is really committed as we have seen the establishment of the district growth strategy and LED projects which are focused on socio-economic development and empowerment. There is also a district forum co-ordinate that creates and directs LED programs. All this is done. all the project are successful and promote socio-economic development".</i>	EE1, EE4, EE3, MO3, MO6
	<i>"...There is a budget set aside for the Agency and we have witnessed a lot of LED programmes which are implemented by the uThukela District Municipality".</i>	EE 3 and EE4
	<i>"...despite the commitment of the municipality to promote socio-economic development through many projects and programmes, the lack of funds is hindering the success of most of the projects being implemented".</i>	EE2, EE4

Source: Research Empirical Data, 2019

From the municipal officials' point of view, it was clear that the uThukela District Municipality is committed towards the alleviation of poverty, inequalities, and the creation of job opportunities for the unemployed citizens. This is evident with the amount of efforts dedicated by the municipality to the implementation of LED projects and the delivery of essential services. However, in some cases these efforts are overshadowed by financial constraints which limit the potential success of projects in terms of project and programme deliverables. The municipal SWOT analysis further alludes to the challenges that are imposed by financial scarcity as detrimental to the future socio-economic aspirations for the municipality.

Matrix 5.4.4.7 Impact of Existing LED Projects in uThukela District Municipality on Livelihoods of Locals

Variable	Response	Source
Existing LED Projects in uThukela District Municipality	<i>A lot of LED projects and programmes have been implemented. To mention a few, there is the Agripark which assists farmers, chicken farming Programme, promotion of SMMES and co-operatives, capacity building workshops are done and also the registration of business.</i>	EE1, EE2, EE4, and MO1

Source: Research Empirical Data, 2019

The literature on local government and LED is inundated with case studies demonstrating that the successful implementation of LED in the municipality depends on the availability of sustainable projects for poverty alleviation. In the case of uThukela District Municipality, the findings revealed that informal economy has become a pillar for poverty alleviation in many communities. The majority of unemployed youth and adults operate the SMMES in the form of community tuck shops, street trading, taxi industry, and many other forms of business establishments. The municipality is also playing a role to facilitate and mentor the emerging practitioners who partake in the informal economy.

Table 5.4 Convergence and Divergence of Qualitative Data Between Municipal Officials and Emerging Entrepreneurs in uThukela District

Variables	Municipal Officials	Emerging Entrepreneurs
LED Institutional Support	X	
LED Programmes and Projects in the Municipality	X	
LED and capacity building	X	X
Promotion of entrepreneurship in the municipality	X	X
LED and Policy compliance in the municipality	X	
Accuracy of uThukela's LED strategy to alleviate poverty	X	
Sustainability of SMMBS to alleviate poverty	X	
Support rendered by business and private sectors in business development	X	X
Community skills to co-ordinate business ventures in their respective communities	X	X
Efficiency and effectiveness of uThukela to alleviate poverty through Local Economic Development	X	
Public participation to mobilise municipal scarce resources towards poverty alleviation		X
Transparency and equity in accessing	X	
Visibility of the Provincial and National Government to support uThukela with LED implementation	X	X

According to Nelson and Harvey (2012:207), divergence and convergence of qualitative data implies the creation of synergies of seemingly unrelated problem domains as they advance through assimilation stages. It is also understood as a developmental sequence of cognitive and effective changes through which problematic content is hypothesised. To reach conclusive findings about LED implementation in uThukela District, the researcher of the current study examined the perceptions held by municipal officials and emerging entrepreneurs about the level of expertise for uThukela District to implement its LED strategy.

The findings revealed that while there was a general consensus that the municipality has shown commitment towards poverty alleviation through LED for indigent communities, perceptions between the two categories of participants differed about the implementation process. For example, all participants agreed that the LED policy of the municipality has viable programmes and projects that aim to assist citizens alleviate poverty. However, the emerging entrepreneurs disputed that the municipality is committed to promote the culture of entrepreneurship within the municipality. The role of the municipality to promote capacity building among citizens through job creation was also disputed by the emerging entrepreneurs. The findings therefore demonstrated that the municipality will need to encourage more public participation and promote good governance for its

LED strategy to be effective and succeeding in its endeavour of inclusive socio-economic development agenda in uThukela communities.

5.5 Chapter Summary

This chapter dealt with three main aspects of the study, namely presentation, analysis and interpretation of findings. Thematic analysis was used to reflect how the municipality implements its LED strategies in order to alleviate poverty, inequalities, and unemployment levels. Despite the different perceptions that were held by municipal officials and emerging entrepreneurs, the findings demonstrated that the municipality is in a positive trajectory towards LED implementation. However, this will need more commitment and resources from the municipality. The next chapter presents a summary of chapters, conclusions, and recommendations.

Chapter Six

Summary, Conclusions, and Recommendations

6.1 Introduction

The focus of the study was to assess the strides that are undertaken by uThukela District Municipality to implement its LED policies and strategies in order to prioritise job creation and alleviation of poverty for its communities. In order to demonstrate how the set research objectives and objectives were addressed, this chapter revises the content of all chapters that constitute this study and thereafter proceeds to present the conclusions and recommendations of general findings for the study. Furthermore, the chapter presents recommendations for future studies in the same field (LED implementation in local government).

6.2 Reflections on Research Objectives and Research Questions for the study

Research Objectives	Research Questions
To assess the role of local government in general, and uThukela District Municipality in particular, in the planning and implementation of LED initiatives.	How does local government in general, and uThukela District Municipality in particular execute its roles in the planning and implementation of LED initiatives?
To examine the extent to which uThukela District Municipality aligns its economic development operations with local government legislative framework and other provincial and national imperatives on economic development.	To what extent does uThukela District Municipality align its economic development operations with local government legislative framework and other provincial and national imperatives on economic development?
To critique the role played by municipal external stakeholders including private and business sectors in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality.	What is the role played by municipal external stakeholders including private and business sectors in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality?
To investigate the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes.	What are the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes?
To suggest recommendations on how South African rural Municipalities in general and uThukela District Municipality in particular, can enhance the implementation of their LED programmes.	What are the recommendations that can be suggested to improve LED implementation in the South African rural Municipalities in general and uThukela District in particular?

Qualitative research methodology was utilised in this study in order to address the above listed research objectives and questions. The findings in the preceding chapter outline the strides that have been undertaken by uThukela District Municipality in order to implement its LED policies

and strategies. The ensuing discussions present the summary of chapters constituting this thesis.

6.3 Summary of Chapters

Chapter One: introduced the study by outlining the research problem and articulating the background of LED from the global, regional, and South African contexts. Generally, LED is a socio-economic concept that is used by governments across the world in order to alleviate the triple challenges of development, including poverty, inequalities, and unemployment. With the introduction of the democratic order in South Africa in 1994, the new Constitution (1996) mandated municipalities to prioritise socio-economic opportunities for their citizens. This resulted in the formulation of LED for employment acceleration and poverty alleviation at community levels. The chapter also outlines research questions and objectives which are addressed through the study. Concerted efforts have been made in the study to align literature, theoretical framework, research methodology, and findings with objectives set in the introductory chapters.

Chapter Two: dealt with the evolvement of new local government systems and structures which emerged under the democratic dispensation since 1994. In this dispensation, local government is viewed as a third and independent sphere of government that should prioritise service delivery and other developmental outcomes for local communities. To this end, LED planning and implementation has been one of the daunting tasks that South African municipalities are prioritising in order to alleviate poverty. The chapter also focussed on the structures, systems, and policies that have been formulated by uThukela municipality in order to advance its socio-economic agenda as envisioned by the Constitution of 1996.

Chapter Three: provided a broad overview of how uThukela District Municipality fulfils its constitutional mandate towards LED implementation. More specifically, the chapter provides a detailed account of LED programmes in the municipality and the ability of the municipality to align its LED policies with socio-economic initiatives of the national and provincial governments. The chapter concludes with the exploration of the theoretical framework in order to understand the philosophical proposition of different theorists that should be emulated by the developing and under-developing countries in order to develop and sustain their dwindling economies.

This chapter is focused on the aspects of LED implementation. It begins with the review of the origins of LED, trends, and challenges that prohibit successful implementation by municipalities and proceeds to explain different approaches that are used to facilitate LED programmes in the South African municipalities. The chapter concludes with a theoretical framework and the exploration of the best international and regional case studies that should be emulated by local municipalities in improving their implementational challenges.

Chapter Four: presented the research design and research methodology that was utilised in this study in order to draw conclusions and to submit recommendations. Due to the descriptive and exploratory nature of the study, qualitative methodology was used. The arguments ensuing in this chapter were supported by the researcher's philosophy that is embedded on the interpretivist stance of conducting research. The ontological, epistemological and axiological views of the researcher about the current study are articulated in this chapter. A total of 16 research participants were identified through purposive sampling for participation in the study.

Chapter Five: presented the data that was collected through qualitative methodology. The analysis and interpretation of the results were also presented in this chapter. In line with the methodological approach of the study (qualitative methods) the findings were presented through thematic analysis which discussed several themes that emerged in the data. The researcher was meticulous to ensure that findings were discussed in line with the research objectives that guided the study. To some extent, the data of the study was also to address the set research objectives.

Chapter Six: in this chapter the summary of the research objectives and questions outlined in the first chapter of this dissertation are presented. It also presented a brief overview of all chapters of the study, and provided practical recommendations for the areas that need immediate attention towards improving LED implementation in the entire local government sphere and more specifically in uThukela District Municipality.

6.4 Discussions of Findings and Conclusions Drawn by the Study

The literature for the study confirmed that LED is an alternative livelihood strategy that is used by government across the world in the absence of formal employment opportunities to alleviate poverty. The empirical findings of this study further concurred with the view that effective LED implementation can assist local municipalities to achieve their socio-economic mandate to create jobs, alleviate poverty, and assist indigent communities to achieve their aspirations

potentials. The role of LED towards community empowerment endorsed by Mago (2015:9) that “LED empowers and ensures local participation; local people can play an active part in planning their own economic future, and LED ensures that local businesses are involved in the process and are more open to play an active role in partnerships with local communities”. The findings of this study also alluded to the fact that local businesses are the cornerstone for poverty alleviation through job creations at the community levels.

The ensuing discussions present findings and conclusions that aligned with each objective of the current study:

6.4.1 Research Objective One: to assess the role of local government in general, and uThukela District Municipality in particular, in the planning and implementation of LED initiatives.

6.4.1.1 Research Question One: how does local government in general, and uThukela District Municipality in particular execute its roles in the planning and implementation of LED initiatives?

6.4.1.2 Findings

The findings of the study demonstrated that despite financial and capacity challenges to implement LED strategies and policies that confront many rural municipalities in the KZN Province, uThukela District is in a positive trajectory to its policies and strategies that seek to benefit local citizens with job and entrepreneurial opportunities. In this regard, the municipality plays a critical role to stimulate job opportunities and to empower its citizens with skills that may help them to create their own job opportunities. These findings are also confirmed by Van der Waldt (2018:163) that “municipalities, particularly district municipalities, should create an environment that is able to facilitate the promotion of LED”. uThukela is also in compliance with the constitutional imperatives that require all municipalities to promote socio-economic development in their respective communities.

6.4.1.3 Conclusion

The roles that are played by local government in the day-to-day socio-economic activities of local communities is an indication that municipalities are the critical institutions for human development. In the case of uThukela District, the municipality has to some extent managed to create an environment that is conducive to business success and employment creation. Citizens are therefore required to complement municipal endeavours by utilising scarce resources that are provided by the municipality in a more responsible manner. Through public participation processes, the municipal officials and citizens should engage in open dialogues and

constructive debates that yield positive results for the economic sustainability of the municipality.

6.4.2 Research Objective Two: to examine the extent to which uThukela District Municipality aligns its economic development operations with local government legislative framework and other provincial and national imperatives on economic development.

6.4.2.1 Research Question Two

To what extent does uThukela District Municipality align its economic development operations with local government legislative framework and other provincial and national imperatives on economic development?

6.4.2.2 Findings

The findings of the study indicated that uThukela District Municipality has linked its LED policies with various Provincial and National government policies and strategies that seek to transform local communities into economic powerhouses by 2030 and beyond. For example, the alignment between the municipal SDF and SDBIP with PGDP/PGDS is an indication that the uThukela District is in a positive trajectory towards economic development and alleviation of poverty. To this end, uThukela is guided by the Constitution of 1996, Local Government: Municipal Systems Act 32 of 2000 and various macro-economic policies in its endeavours to promote economic growth in its area.

6.4.2.3 Conclusion

The 1996 Constitution serves as a framework upon which all LED policies and best practices should be derived. The findings of the current study established that policies are the guiding force for LED implementation in uThukela. Furthermore, the National LED forum and National framework for LED serve as cornerstones for the strategic implementation of LED at municipal levels. In the case of uThukela District Municipality, there is a strong compliance with the legislative framework for LED implementation. Good governance is also a critical pillar that the municipality upholds in its operations.

6.4.3 Research Objective Three: to critique the role played by municipal external stakeholders including private and business sectors in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality.

6.4.3.1 Research Question Three

What is the role played by municipal external stakeholders including private and business sectors in developing capacity for LED implementation in local government with specific reference to uThukela District Municipality?

6.4.3.2 Findings

The statutory framework for LED is eloquent about the roles that should be played by local government external stakeholders in assisting municipalities to boost economic profiles for their communities. In the case of uThukela District, its stakeholders including business and private sectors and civil society organisations play a role to enforce good governance in the LED practices. The business sector plays a mentoring and monitoring role over emerging practitioners, while the private sector provides seed capital for new business ventures in the municipal areas. The municipality embraces the expertise and support that is rendered by its stakeholders. The collaborations between uThukela and its external stakeholders present an ideal situation which should be emulated by other municipalities. The National LED forum is also an important stakeholder in assisting municipalities to implement LED policies.

6.4.3.3 Conclusion

Owing to the limited roles of local government in the creation of job opportunities for local communities, its stakeholders are expected to play a leading role in this regard in terms of creating an environment that is conducive to employment and business opportunities. The interviews that were conducted with emerging entrepreneurs and the role of local government in the creation of job opportunities was discussed at length. Through these discussions it emerged that local communities do not understand the position of local government in poverty alleviation. For this reason, the White Paper on Local Government explains that *"...Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities (RSA, 1998)"*. Municipalities may only exercise their influences in a manner that maximises opportunities for the socio-economic development of local communities. The key role which local governments can play in the LED process has been identified by the US Council for Urban Economic Development (CUED) in 2013 which states that Local Governments are the primary, but not exclusive, institutions for

LED. Within this context, local Government has three key roles to play, including to provide leadership and strategic direction in policy making, to administer LED policies, programmes and projects and to be the main initiator of economic development programmes.

6.4.4 Research Objective Four: to investigate the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes.

6.4.4.1 Research Question Four: what are the challenges and constraints experienced by uThukela District Municipality in the implementation of LED programmes?

6.4.4.2 Findings

uThukela District faces common challenges that are experienced by other small and rural municipalities in South Africa. These challenges include the lack of public participation in IDP meetings and other critical aspects of community development, such as LED planning. In addition, LED is an unfunded mandate for all municipalities in South Africa, which implies that municipalities must use their funding to support new business establishments in its area of jurisdiction.

6.4.4.3 Conclusion

The new roles that were allocated to local government at the commencement of the democratic dispensation increased the scope of smaller municipalities. Municipalities with limited economic potential experience serious challenges in facilitating LED initiatives in a manner that results in positive economic growth.

6.5 Overarching Recommendations for the Study

The recommendations presented in this chapter are intended to assist local government generally, and more specifically uThukela District Municipality, to improve its LED implementation processes. These recommendations are discussed in line with the literature and empirical findings of the study. The recommendations of the study are as follows:

6.5.1 Recommendation One: the need to create public awareness about the roles of local government in Local Economic Development

The increasing levels of global poverty, unemployment, and inequalities, are the main attributing factors deteriorating relations between citizens and governments. In this context, governments are blamed for failing to combat the socio-economic challenges that continue to engulf local communities. In the case of uThukela District, research participants (emerging

entrepreneurs) expressed their displeasure about the slow pace or perceived bureaucracy that is practiced by the municipalities in general in the creation of business and employment opportunities. In essence, the socio-economic mandate of the local government does not require municipalities to provide business and employment opportunities directly to the local populace; rather, municipalities should create an enabling environment for local businesses and employment opportunities to thrive.

6.5.2 Recommendation Two: the need to establish more strategic partnerships for economic development

The findings demonstrated that uThukela municipality has aligned its operations successfully with various provincial and national government policies and legislative frameworks. Depending on the flexibility of local government practices in South Africa, it would be recommended that the municipality cross borders and establish more economic strategic partnerships with other countries in the SADC and internationally. This will be necessary to attract international investment over the municipal area of jurisdiction and benefit citizens with economic opportunities. These partnerships will also assist the municipality to engage more stakeholders who possess international expertise in developing and sustaining local economies.

6.5.3 Recommendation Three: monitoring and evaluation of Local Economic Development projects in municipalities

While LED is a constitutional mandate for local government, it is essential that other state organs play monitoring and evaluation roles over LED projects at municipal levels. This will ensure accountability and transparency of those projects. More specifically, COGTA should ensure that municipalities are able to account for the resources that are invested in community development projects. In the case of uThukela District, the emerging practitioners expressed their displeasure about few LED programmes that were launched by the municipality and failed to materialise.

6.5.4 Recommendation Four: prioritisation of youth empowerment and community entrepreneurship programmes in local government

As part of their socio-economic mandate, municipalities should consider the role of community entrepreneurship programmes that have been implemented by other developing and under-developing nations in the world to accelerate their economic growth. This would ensure that the gaps between the rich and poor are reduced and youth is prioritised through skills

enhancement programmes. In the case of uThukela, it was discovered that youth unemployment is a major challenge that the municipality struggles with.

6.5.5 Recommendation Five: promotion of public participation as a symbol of good governance in local government

The findings of this study established that the role of traditional leaders is not visible in the implementation of LED. This is seen as impacting negatively on the economic aspirations of the traditional and rural societies who struggle to make ends meet. While traditional leadership is a constitutionally recognised structure in local government, concerted efforts should be made to empower traditional leaders so that they may play a visible role in the quest for economic sustainability of the rural areas.

6.6 Chapter Summary

The focus of this chapter was on the recapitulation of the main aim and research objectives that were set to guide the current study. Generally, the objectives established best practices that should be adopted by uThukela District Municipality to implement its LED policies and strategies for poverty alleviation. The chapter also drew conclusions in line with the findings that were generated by the study.

Bibliography

Books

- Babbie, E and Mouton, J. (2001) *The Practice of Social Research*. Oxford University Press, South African Edition. Cape Town.
- Bekker, S and Jeffery, A. (1989) *Local Government in Urban South Africa*. Centre for Social and Development Studies. Durban, South Africa: University of Natal Press.
- Blakely, E.J. (1994) *Planning Local Economic Development: Theory and Practice*. SAGE Publications. United Kingdom.
- Bless, C and Higson-Smith, C (2013) *Fundamentals of Social Research Methods, An African perspective*. Cape Town, Juta.
- Braun, V and Clark, V. (2006) *Successful Research Methods. Practical guide for Beginners*. RSA, Pretoria: Van Schaik Hatfield.
- Sekaran, U. and Bougie, R. (2013) *Research Methods for Business A Skill-Building Approach*. 6th Edition, Wiley, New York.
- Cloete, J.N.N. (2007) *Public Administration and Management- New Constitutional Dispensation*. Pretoria: Van Schaik.
- Creswell, J. W. (2014) *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage.
- Creswell, J. W. (2009) *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (3rd ed.). Thousand Oaks, CA: Sage Publications.
- Creswell, J. W., Plano Clark, V. L. (2007) *Advanced Mixed Methods Research Designs*. In: A. Tashakkori & C. Teddlie (Eds.), *Handbook of Mixed Methods in Social and Behavioral Research* (pp. 209-240). Thousand Oaks, CA: Sage.
- Dawson, C. (2002) *Practical Research Methods: A User-friendly Guide to Mastering Research Techniques and Projects*. Oxford, Cape Town.
- Denecke, M.U; Bamidis, B; Bond, Y; Gabarron, T; Househ, V; Lau,CM; Mayer, Merolli; Y, and Hansen; P.T. (2015) *African Perspective on Ethics for health Care Professionals*. Springer Publishers, USA.
- Denzin, N., & Lincoln, Y. S. (Eds.). (2005) *Introduction: The Discipline and Practice of Qualitative Research*.
- De Vos, A.S., Strydom, H., Fouché, C.B., & Delport, CSL. (2011) *Building a Scientific Base for the Helping Professions*. Pretoria, Van Schaik Publishers.
- De Waal J, Currie I & Erasmus G. (2001) *"The Bill of Rights Handbook"* 4ed Landsdowne: Juta & Co

- Du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R. (2014) *Research Matters*. Paarl Media Paarl, South Africa.
- Du Toit, Knipe, Van Niekerk, Van der Waldt and Dovle. (2001:87) *Service Excellence in Government*. Heinemann, South Africa.
- Falconer, PK. (2011) *Public Administration and the New Public Management – Lessons from the UK Experience*. Estham: Tudor Press.
- Glaser, B. G. & Strauss, A. L. (1965) *The Discovery of Grounded Theory: Strategies for Qualitative Research*. Aldine Publishing Company, Chicago.
- Henning, E. (2012) *Fining Your Way in Qualitative Research*, Pretoria, Van, Schaik Publishers.
- Hollstein, B. (2014) *Mixed methods Social Networks Research: An Introduction*. New York: Cambridge University Press.
- Horby, L. (2008). *Structuring Economic Development in Neglected Societies*. Caste Donnington, UK, August 16-17.
- Howitt, D and Crammer, D. (2011) *Introduction to Research Methods in Psychology*. Prentice Hall.
- Hulley, S.B, Cummings, SR, Browner, W.S, Grady, D and Newman, T.B. (2013) *Designing Clinical Research. An Epidemiologic Approach*. Philadelphia, Lippincott Williams and Wilkins.
- Lewis, K.B. (2009) *Programme Design and Evaluation: Theory and Practice in the Public and Private Sector Institution*. Non-profit Management & Leadership 10 (3), 331–339.
- Jonker, J., & Pennink, B. W. (2010) *The Essence of Research Methodology: A Concise Guide for Master and PhD Students in Management Science*. Heidelberg: Springer Verlag.
- Kothari, C.R. (2005) *Research Methodology: Methods and Techniques*. New Age International Publishers, New Delhi.
- Kowero, G, Campbell, B.M and Sumalia, UR. (2003). *Policies and Governance Structures in Woodlands of Southern Africa*. Centre for International Forestry Research. Indonesia.
- Kumar. R. (2011) *Research Methodology: A Step by Step Guide for Beginners*. Loss Angeles. Sage.
- Maree, K. (2016) *First Steps in Research*, 2nd Edition, Van Schaik Publishers. Braamfontein, South Africa.
- Myers, M.D. (2009) *Qualitative Research in Business & Management*. Sage Publications, Thousand Oaks, CA.

- Mouton, J. and Marais, H.C. (1991) *Basic Concepts of Social Research Methods*. Pretoria, Van Schaik
- Neil, CM. (2007) *How to use qualitative methods in evaluative research*. London: Sage.
- Newby, P. (2013). *Research Methods for Education*. Abingdon: Routledge
- Nel, E.L (2001) Nel, E.L., (2001) *Local Economic Development: A Review and Assessment of its Current Status in South Africa*, *Urban Studies*, 38, 1003-1024.
- Neuman, W.L. (2007) *The foundations of social research: Meaning and perspective in the research process*. Thousand Oaks, CA: Sage.
- Oxford Advanced Learners English Dictionary. (1997) Oxford University Press. United Kingdom.
- Powell, C and Walsham, D.Y. (2014) *Thinking about Social Theory and Philosophy for Information Systems*. In L. Willcocks & J. Mingers (Eds.), *Social theory and philosophy for information systems* (pp. 1-26). Chichester, UK: John Wiley & Sons.
- Rajasakar, S. (2015) *Qualitative Research Methods*. Bharathidasan University. Tiruchipalli, 620-021. Tamilnadu, India.
- Reddy, PS. (1999). *Local Government Democratization and Decentralization: A Review of the Southern African Region*. Cape Town: Juta & Co Ltd.
- Rowe, J.E, (2016) *Theories of Local Economic Development: Linking Theory to Practice*. Taylor and Francis Group.
- Reddy, PS. (1996) *Readings in Local Government Management and Development A South African Perspective*. Cape Town: Juta
- Reddy, P.S. (2014) *Innovation for the Urban Age: Innovation Approaches to Public Governance for the New Urban Age*. The Netherlands. Eleven International Publishing.
- Regoniel, P. (2010) *What is the Difference between the Theoretical and the Conceptual framework?* *Journal for Knoji Consumer Knowledge*, pp.1-2
- Rogerson, C.M. (2010). *In Search of Public Sector–Private Sector Partnerships for Local Economic Development in South Africa*. Springer Nature, Southern Africa.
- Rubin, A and Babbie, ER. (2005) *Research Methods for Social Works*. Brook/Cole, USA, Belmont.
- Saunders, M., Lewis, P., and Thornhill, A. (2009) *Research Methods for Business Students*. Pearson, New York.

- Tashakkori, A., & Teddlie, C. (2010). *Sage Handbook of Mixed Methods in Social & Behavioural Research*. London: Sage Publications.
- Teddlie, C and Tashakkori, A. (2008) *Foundations of Mixed methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioural Sciences*. Thousand Oaks, Sage Publications.
- Taylor, D. (2011) *The Turn Around Strategy to Strengthen Developmental Local Government in South Africa: Aims, Objectives and Weaknesses of the Strategy*. EADI, University of York – 19 – 22 September 2011.
- Thornhill, C. (2012) *South African Public Administration and Management*. Cape Town: Van Schaik.
- Vaismoradi, M; Turunen, Y. and Bondas, J. (2013). *Social Research Methods for Beginners*. Sage Publications, Thousand Oaks, CA.
- Van der Waldt, G., Van Der Walt, C., Venter, Phutiage, Nealer, Khalo, Vyas Doorgapersad, S. (2018). *Municipal Management*. Cape Town: Juta.
- Van Der Waldt, G., Khalo, T., Nealer, E; Phutiage, K., Van Der Waldt, C., Van Niekerk, and Venter, A. (2014) *Municipal Management – Serving the People*. Cape Town: Juta.
- Wacker, P.W. (2012). *Social Theory*. Lisbon, Centro de Estudos sobre Africa e do Desenvolvimento.
- Wallen, N. E., & Fraenkel, J. R. (2011). *Educational Research: A Guide to the Process* (2nd ed.). Taylor & Francis e-Library.
- Wolcott, H. F. (1994). *Transforming qualitative data: Description, analysis and interpretation*. Thousand Oaks, CA: Sage.
- Yin, R. K. (2009). *Case Study Research: Design and Methods (4th Ed.)*. Thousand Oaks, CA: Sage.
- Cloete, F; C.D Conning, Wissink, H and Rabie, B. (2018) *Improving Public Policy for Good Governance*. Pretoria. Van Schaik Publishers.

Journals

- Adebayo A (1995) An alternative for Africa. In Diamond LL and Plattner MF. Economic reform and democracy. *Baltimore, MA: Johns Hopkins University Press*. pp. 126-139.
- Cameron, R. (2003). Politics-administration interface: the case of the city of Cape Town *International Review of Administrative Sciences* (2003 03) 69:1.
- De Waal, E. (2015) The corruption bogey in South Africa: Is public education safe South *African Journal of Education*. 35 (1).

- Duit A and Galaz V (2008) Governance. *An International Journal of Policy, Administration, and Institutions* 21(3): 311-335.
- Fouka, G and Mantzorou, M (2018) Ethical Issues in Research. *Health Science Journal*. 2018, 15(10): 12, 14.
- Hofisi, C., Mbeba, R., Maredza, A., and Choga, I. (2013). Scoring Local Economic Development Goals in South Africa: Why Local Government is Failing to Score. *Mediterranean Journal of Social Sciences*, 4 (13), 591-595.
- Koma S.B. (2012). The Evolution of Developmental Local Government in South Africa: Issues, Trends and Options, *Journal of US-China Public Administration*, ISSN 1548-6591, January 2012, Vol. 9, No. 1, 53-67.
- Koma, S.B. (2014). The Implementation of Local Economic Development Policy. The case of the Emakhazeni Local. *Public Administration*, 22 (4), 40 – 61.
- Kumara, R.D (2017). Creating Enhanced Capacity for Local Economic Development (LED) through Collaborative Governance in South Africa. *Socio-economic Challenges*, Volume 1, Issue 3, 2017.
- Majaraj, B. (2007) The politics of local government restructuring and apartheid transformation in South Africa: *Journal of Contemporary African Studies*, 2007, 3 (16), 13 – 45.
- Malefane, S.R. (2009). Structuring South Africa Municipalities for effective LED implementation. *Journal of Public Administration*. Vol 44 no.1. p 156 to 168, April 2009.
- Maloka, C.M and Mashamaite, K.M. (2015). Local Economic Development: Linking Theory and Practice in South Africa's Local Municipalities. *Mediterranean Journal of Social Sciences*, MCSER Publishing, Rome-Italy. 5 (20), 218-220.
- Meyer, D.F. 2014. Local government and the creation of an enabling developmental environment. *Administratio Publica*, Vol 22 no 1, p 24 to 46, March 2014.
- Nthekeleng, L. (2014) An Assessment of Local Economic Development for Sustainable Development and Poverty Alleviation in Buffalo City Metropolitan Municipality. *Africa's Public Service Delivery and Performance Review*. 2 (4)
- Nzimakwe T. (2010). Public participation and engagement in local governance: a South African perspective. *Journal of Public Administration*, 45(4): 501-519.
- Nembambula, P and Matshidisho, D L. (2010). The Role of Local Government in Local Economic Development in South Africa. *The Journal of African & Asian Local Government Studies*.
- Paun, C. 2015. The Role of European Union Funds in Economic Development. *Management Dynamics in the Knowledge Economy: Vol.3 (2015) no.3*, pp.463-481

- Pera, S.A and Tonder, S (2011). Ethics in Health Care. 3rd edition. *Africa Journal of Nursing and Midwifery* 13(2) pp.135-137.
- Phago. K.G. (2005) Strengthening Local Economic Development (LED). *Journal of Public Administration* Conference Proceedings booklet of October 2005 on PP131-138.
- Reddy, P.S and Wallis, M. (2012). Local Economic Development: A Critique of the African Experience. *Politeia* 31(2): 70-88.
- Rodríguez-Pose, A. and Tijmstra, S. (2009) Fiscal Decentralization and Economic Growth in Central and Eastern Europe. Growth and Change: *Journal of Urban and Regional Policy*.
- Rodrigues-Pose, A. 2013. The role of ILO in implementing local economic development strategies in a globalized world. London School of Economics. Unpublished paper.
- Rogerson, C. M. (2011). Local economic development in sub-Saharan Africa: Defining potential roles for national government. *African Journal of Business Management*, 5(30).
- Rodríguez-Pose, A. and Tijmstra, S. (2012) On the Emergence and Significance of Local Economic Development Strategies. *Unpublished Source*.
- Rogerson, CM. (2015). Scientific Social Surveys and Research Techniques, 3rd ed., *Journal of Behavioural Studies*, 3 (23), 14 – 38.
- Rowley, J. (2014). Using case studies in research. *Management Research News*, 25(1), 16-27.
- Sachs, G. (2008). A Summary of LED Progressive Initiatives in Southern Africa. *Journal of Environmental, Economic and Management in Southern Africa*. 6 (4), 54 – 76.
- Scheers, L. (2011). *SMEs' marketing skills challenges in South Africa*, *African Journal of Business Management*, 5(13), 5048-5056.
- Scheepers TE et al "Constitutional Provisions on the Role of Traditional Leaders and Elected Local Councillors at Rural Level" (1998) *Obiter* Vol 19 61-95
- Schwartzman, U. (1993). Selecting methodologies for entrepreneurial re-search: Trade-offs and guidelines. *Entrepreneurship Theory and Practice*, 14(1), 39-49.
- Solow, R.M. (2000). A Contribution to the Theory of Economic Growth. *Quarterly Journal of Economics* 70 (1956): 65-94.
- Reddy, P.S and Shembe, S. (2016). Traditional leadership in local governance in South Africa: A case study of eThekweni Municipality. *Politeia*, Volume 5, Number 2, December 2016.
- Scott J .(2008). Re-affirmation of the doctrine of immunity of municipalities against liability for wrongful omissions assessed and rejected – *Cape Town Municipality*. *Bakkerud* 2008 (3) SA 1049 SCA" (2001) *THRHR* Vol 64 502
- Subban, M; and Theron, H. (2014) Shared services for enhancing municipal planning efficiency in KwaZulu-Natal.

Tashakkori, A., & Teddlie, C. (2010). *Sage Handbook of Mixed Methods in Social Behavioural Research* London: Sage Publications Ltd.

Tshiyoyo, M.M and Koma, S.B. (2011) Local government Public Service Delivery in South Africa. *African Journal of Public Affairs*. 4 (2), 119-131.

Vyas-Doorgapersad, S; Radebe, and Grobler, W. (2008). The impact of a performance management system on service delivery in the City of Johannesburg Municipality. *African Journal of Public Affairs*, 8 (1) 2015.

Webster, Y. (2016). Integrating Quantitative and Qualitative Data in Mixed Methods Research- Challenges and Benefits. *Journal of Education and Learning*; Vol. 5, No. 3; 2016ISSN 1927-5250

Weinreich, F. (2009). 'Diagnosing Organisational Cultures: Validating a Model and Method'. Working paper, IMD 2005-11, International Institute for Management Development Lausanne, pp.1-33.

Government Reports, Legislation and Policies

Republic of South Africa (2006-2011). National Framework for Local Economic Development.

Republic of South Africa (1996) South African Year Book 2016 -- 2017. Government Communications.

Republic of South Africa. The Constitution Act 108 of 1996. Pretoria. Government Printer.

Republic of South Africa. Local Government Municipal Systems Act 32 of 20009. Pretoria, Government Printer.

Republic of South Africa. Local Government Municipal Structures Act 117 of 1998. Pretoria, Government Printer.

Republic of South Africa. (2010). South African Local Government Association. Wards Committees.

Republic of South Africa. (1998). White Paper on Local Government. Pretoria, Government Printer.

Republic of South Africa. (2017) KwaZulu-Natal Provincial Growth and Development Strategy

Republic of South Africa. 2013. Department of Human Settlement: Operation Sukuma Sakhe Guidelines. KwaZulu-Natal Province.

Republic of South Africa. (2015) uThukela Draft District Growth and Development Plan, 2015

Republic of South Africa. (2012) National Development Plan: Vision 2030. National Planning Commission.

Republic of South Africa. (2007). Guidelines for LED Implementation in South Africa' (2007-2012).

Internet Sources

Harvey, H. (2012). Writing Articles, Books and Presentations. In N. Gilbert (Ed.), *From Postgraduate to Social Scientist—A guide to key skills*. SAGE, London. <http://dx.doi.org/10.4135/9781849209182.n9>.

Nattrass, N, and Seekings, J. (2016). unemployment and Public Policy. Retrieved, 7 August 2019, <https://www.news.uct.ac.za/article/-action/list/-archive/news/-category/all/-year/all/-month>.

Oates, M. (2006). *Research Methodology*. Retrieved April 8, 2018, <http://www.arxiv.org/pdf/physics/0601009.pdf>.

Rawson Property Group. (2019). South Africa's Gini coefficient is the highest in the world. Retrieved, October 2019, <https://blog.rawson.co.za/south-africas-gini-coefficient-is-the-highest-in-the-world>.

Sherer, S. (2013). Economic Development and Job Creation Strategy of eThekweni Metropolitan Municipality. Retrieved, 13 November 2019, <http://www.durban.gov.za/Documents/Economic%20Development%20and%20Job%20Creation>.

Shiceka, S. (2006). Local Government Budgets and Expenditure Review 2006/07 - 2012/13. available: [http://www.treasury.gov.za/publications/igfr/2011/lg/\(renumbered\).pdf](http://www.treasury.gov.za/publications/igfr/2011/lg/(renumbered).pdf)

Statistics South Africa. (2019) South African Unemployment Rate. Retrieved, 9 July 2018. <https://tradingeconomics.com/south-africa/unemployment-rate>

Statistics South Africa. (2019). South African Unemployment Rate. Retrieved, September 2019, <https://tradingeconomics.com/south-africa/unemployment-rate>.

The Municipal IQ and Data Intelligence.(2016). Rural Municipalities and Service Delivery in South Africa. <http://municipal.servicedelivery-rural:municipalities/documents/archives>.

University of Bolton (2018). Research Sampling in Qualitative and quantitative Methodologies. Retrieved, 26 September 2019, <https://www.bolton.ac.uk/>.

Unpublished Sources

Bekker, S. and Jeffery, A. 1989. Local government in urban South Africa: A Normative Approach. Centre for Social and Development Studies, University of Natal, Durban.

Institute of Economic Affairs. 2018. Economic Trends, Priorities and Implementation Challenges in the SADC Region.

- Monchusi , P. (2015). Implementing the Law Relating to Local Economic Development in the Struggle Against Poverty. Seminar Report 14. *Konrad Adenauer*
- Moyo, M. (2002) Local Government Restructuring and Transformation: A Case study. Unpublished Masters Thesis, University of KwaZulu-Natal, Durban.
- Pieterse, E., 2007. South Africa Local Governance: Ambitions, Experiences and Challenges (unpublished presentation on behalf of the Isandla institute). Bonn, Germany.
- Public Service Commission of South Africa. Service Delivery and Service Delivery Protests in South African Municipalities.
- The United Nations (2009) Trade and Development Report. United nations Conference on Trade and Development: Geneva. Conference Proceedings.
- The World Bank, (2010) Making Local Economic Development Strategies: A Trainer's Manual. Washington, DC.
- The World Bank (2014) Mining and Local Economic Development. Washington, DC: World Bank.

Mrs Radhika Singh

**(F.T.C.L), FELLOWSHIP, TRINITY COLLEGE OF LONDON, (SPEECH AND DRAMA) LANGUAGE
EDITING OF Masters Thesis: Mr S.E Hlomuka**

This is to certify that I have edited the PhD proposal titled "*The Assessment of the Implementation of Local Economic Development in Local Government: The Case of uThukela District Municipality*" for language – tenses, syntax, vocabulary, spelling, sense, and all other aspects of language editing.

Corrections are marked on the thesis, and need to be corrected.

Disclaimer:

Final decisions rest with the author as to which suggestions to implement.

No review of the final document was requested before submission.



**Mrs R Singh Language Editor
24th December 2019**